



ICA COOPERATIVE RESEARCH CONFERENCE

Abstract book

Held within the framework of the 33rd World Cooperative Congress, 28 – 30 November 2021, Seoul, Republic of Korea and online.



This abstract book is the collection of abstracts submitted and selected for the ICA Cooperative Research Conference held on 28-30 November 2021, in Seoul, Republic of Korea both online and onsite, within the framework of the 33rd World Cooperative Congress. The authors contributed significantly to the debates on the Cooperative Identity in line with four thematic areas of the Congress.

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Foreword

First of all, I'd like to express my sincere gratitude to the efforts of the Korean host and the ICA Global office for holding the international research conference under the extraordinary circumstances brought by the COVID pandemic. They fought to overcome the travel restrictions and multiple difficulties for participants arriving to Korea, while at the same time organizing the research and Congress events under an unprecedented set of circumstances.

Thanks to their monumental efforts, we could conduct this historical event that became a forum of exchanging a large variety of ideas on the co-operative identity. Contributions from around the world were delivered and heard.

The challenges, however, were many. We held the conference in three time zones; virtually and in person. This ambitious arrangement achieved its purpose and drew a large number of contributions, but naturally audiences were limited as it was not possible to attend all sessions around the clock. Also not surprisingly, we were experiencing technical difficulties at times.

However, these problems will be partially mitigated by making videos of all sessions available on the CCR website. The publication of this abstract book will help researchers and practitioners to grasp the richness of contributions and help us to invite a selection of full papers or presentations. I do hope you can benefit from these ex-post measures.

KURIMOTO Akira

Chair, ICA Committee on Cooperative Research



An important ICA international conference on research on cooperatives was organized in both virtual and presential mode between 28th and 30th November 2021. Its importance is in great part due to the fact that it was a preparatory event for the 33rd World Cooperative Congress held in Seoul, South Korea, and online between, 1st and 3rd December 2021 around the theme of “*Deepening our Cooperative Identity*”, an absolutely central issue for the cooperative movement worldwide. A secured online platform in four languages (English, Korean, Spanish and French) was used for all sessions and interactions between the participants, while presential participants gathered at the Walkerhill hotel in Seoul, following all requirements in the context of the COVID-19 pandemic as established by the National Government of the Republic of Korea. The format of the event was conducive to fostering significant interaction among attendees.

The Scientific Committee of the conference was composed of 24 members from all over the world. Three successive worldwide calls for proposals were published as the conference, like the Congress, had to be postponed from 2020 to 2021. Abstracts were received and peer-reviewed, and the researchers whose abstracts were approved had to send extended abstracts in order to present their papers at the conference. This volume is the collection of abstracts of the researchers who took part in the conference.

193 oral presentations were delivered from 47 countries over three-days, witnessing the global response from researchers. Beyond the latter, the conference attracted more than 300 participants.

The topics discussed at the conference contributed to our knowledge and basic understanding of the overarching theme of the Congress, namely the cooperative identity, and the four Congress subthemes, namely Examining our Cooperative Identity focusing on the statement on the Cooperative Identity and its significance, Strengthening our Cooperative Identity focusing on how cooperative identity can strengthen the entrepreneurial strength of cooperatives, committing to our Cooperative Identity focusing on how cooperatives contribute to meeting some of the main challenges the world is facing (the environment, inclusion, development, crises, equality, peace etc.), and living our Cooperative Identity focusing on how cooperatives contribute to the UN Sustainable Development Goals (SDGs).

I would like to thank the Scientific Committee members, the reviewers and all the participants. I also wish to thank and congratulate the efforts of ICA CCR, Institute for New Economic Thinking (INET) Korean partners of the Congress to award travel grants to 11 young researchers from 10 countries. Indeed, one hallmark of the ICA research conferences is their focus on early career researchers; the friendly atmosphere of the sessions has enabled a number of young researchers to create and develop unique networks, thereby promoting their professional trajectories.

I hope that the abstracts included in this compendium will add to the literature on cooperatives and that they will be useful references to promote cooperative research, which is one of the key areas included in the ICA 2020-2030 Strategic Plan: this conference has constituted an important landmark in this endeavour.

Bruno Roelants

Director General, International Cooperative Alliance

Scientific Committee

The committee is composed of researchers proposed by

- The ICA Committee on Cooperative Research
- The Korea Society of Cooperative Studies

Co-Chairs:

- Sonja Novkovic, Sobey School of Business, Saint Mary's University, Canada
- KIM Jung-Joo, KON-KUK University, Republic of Korea

Members:

- Esther Gicheru, The Co-operative University of Kenya, Kenya
- Mirta Vuotto, University of Buenos Aires, Argentina
- Claudia Sanchez Bajo, University of Buenos Aires, Argentina
- Davi Moura Costa, University of Sao Paulo, Brazil
- Jessica Gordon Nembhard, City University of New York, USA
- Akira Kurimoto, Hosei University, Japan
- Morris Altman, University of Dundee School of Business, UK
- [T. Paranjothi](#), Agricultural Cooperative Training Institute, India
- Yashavantha Dongre, University of Mysore, India
- Cynthia Giagnocavo, University of Almería, Spain
- Constantine Iliopoulos, Agricultural Economics Research Institute, Greece
- Paola Raffaelli, Copenhagen Business School, Denmark
- Claude-André Guillotte, University of Sherbrooke, Canada
- Maryline Filippi, University of Bordeaux, France
- Lou Hammond Ketilson, University of Saskatchewan, Canada
- Roger Spear, Open University, UK
- JANG Seungkwon, Sungkonghoe University, Republic of Korea
- KOO Chung-Ok, Seoul Women's University, Republic of Korea
- KIM Hyungmi, Sangji University, Republic of Korea
- SONG Jaeil, Myongji University, Republic of Korea
- LEE Sang-Youn, Sungkonghoe University, Republic of Korea
- PARK Seongjae, GSJ Institute, Republic of Korea

Summary of the Joint Conclusion Session of the ICA Cooperative Research Conference and the 3rd International Forum on Cooperative Law

Introduction

Co-operators worldwide were invited to discuss the theme *Deepening our Cooperative Identity* at the 33rd World Cooperative Congress (WCC) in December 2021 in Seoul, Republic of Korea. WCC is the flagship event of the International Cooperative Alliance, which was first convened in 1895, and the 33rd edition was only the second time it took place out of Europe, 1992 Tokyo being the other.

Ahead of the Congress, the ICA organized two preparatory research-based events, with the aim to add further critical thinking and evidence-based arguments, to the thematic discussions at the Congress which was convened to mark 125 years of the ICA. The two events were the ICA Cooperative Research Conference themed on the various sub-themes of the Congress, and the 3rd International Forum on Cooperative Law which was organized by Ius Cooperativum Association with the support of the ICA through its global Thematic Committee on Cooperative Law, on the theme: Identity of Cooperatives and the Harmonization of Cooperatives Laws. Match or Mismatch?

The joint session on the events' conclusions was organized on 30 November 2021 in the Vista Hall of the Walkerhill Hotel in Seoul, and was chaired by Prof. Ann Hoyt, who was stepping in for Dr. Martin Lowery, Chair of the ICA (Board) Committee on the Cooperative Identity and the Task Force of the 33rd WCC. The rapporteurs who represented the various sessions of the research-based events at the conclusion session were Prof. Sonja Novkovic, Chair of the ICA Committee on Cooperative Research, Dr. Paola Raffaelli, Lund University, Ms. Camila Carabini, University of Milano Bicocca, Mr. Paul Kang, Sungkonghoe University, Dr. Maria José Ruiz-Rivera, UCLouvain and Prof. Hagen Henryö, Chair of the ICA Committee on Cooperative Law. Santosh Kumar, ICA Director of Legislation, and Ms. Sarah Jensen coordinated the preparatory work for the session.



Summary of Proceedings

Prof. Ann Hoyt introduced herself as an emeritus professor from the University of Wisconsin Madison in the United States, and as Board Chair of the Group Health Cooperative, USA. She began by thanking the people that were involved in setting up and participating in the two research-based events, and invited Dr. Novkovic to make first comments and start the process of presenting the readings of the sessions as well as the original ideas that emerged from researchers who presented their work.



Dr. Novkovic thanked the Congress for the opportunity to share her findings from the session and made a special mention to the participants of the Young Scholars Programme. She added 190 papers were submitted to the conference and 80 people participated in person, 50 presenters were able to present their work in person and 100 persons presented their work virtually through the Congress' internet-based platform. Many more joined online to participate in the discussions that followed. She added that some of the presented papers will be included in the next edition of the Review of International Cooperation, and that a

special edition of the Journal of Cooperative Management was also slated for release in February 2022.

Prof. Hagen Henry took the floor and informed that 33 papers were presented on the topics concerning cooperative law. He introduced the International Forum on Cooperative Law as a biannual event which was one of a kind forum to deliberate on cooperative law, and that the next edition was expected to take place in Africa. He also informed all about the International Journal of Cooperative Law which had published three volumes and that the 4th was slated for publication in 2022.

Dr. Hoyt thanked Prof. Novkovic and Prof. Henry for their introductions and also informed that Prof. Patrick Develtere of KU Leuven, Belgium was unable to participate due to unforeseen circumstances. She then introduced Dr. Paola Raffaelli, Representative of the Young Scholars Programme (YSP) of the ICA Committee on Cooperative Research and requested her to introduce the YSP and share her reading from the sessions she was reporting on.

Dr. Raffaelli introduced herself as a postdoctoral fellow at the Lund University working on cooperative innovation and entrepreneurship, and introduced her fellow rapporteurs Ms. Camilla Carabini, PhD student at the University of Milano, Bicocca, Italy, Mr. Paul Kang, researcher at the Sungkonghoe University and Dr. Maria José Ruiz-Rivera, PhD from UC Leuven and lecturer at the Instituto de Altos Estudios Nacionales in Ecuador. Rapporteurs presented their finds per the Conference's four thematic lines.

The Cooperative Identity

The reporting session began with Ms. Carabini who said the cooperative identity had proven to be solid and adequate to providing benefits to those who participate in cooperative enterprises. Despite the fact that many challenges were still to be met, the core cooperative principles and values provided great solutions for many people around the world when they encounter favourable environments. What did emerge in many sessions was that a key feature of the cooperative identity was they are ethical enterprises - Cooperatives were businesses that were centred on people and were based on principles and values. She continued that



the word “solidarity” was repeated the most during the Conference and that scholars claimed it was at the core of the cooperative identity, and that cooperation was to be seen as a practice of solidarity. She further added that it was by performing ethical political solidarity, that cooperative members could subvert the market rationale of profit maximisation. Solidarity was also an important tool for building partnerships and networks with institutions, organisations, and other social movements. What distinguished the cooperative identity was that it promoted active and genuine participation in decision-making processes. As far as democratic values were concerned, the concept of trust between members of one cooperative and their realisation of being part of the same global movement was also key to strengthening the cooperative identity. She continued that cooperative governance involved a balance between the democratic power of members and the power of management. Some scholars showed that the quality of the governance improved when the democratic practices were enhanced. Therefore, she said, the cooperative identity should continue to stress the importance of its democratic values. Membership participation was also a key topic in cooperative governance, and co-operators should restate that, members were the protagonists who built a participatory system, promoted the culture of member participation and that finding new incentives and rewards for member participation was a critical task for the future of cooperatives. Concerning political autonomy, some speakers highlighted how cooperatives were agents of radical political action and the promotion of peace. However, it was also mentioned that it was urgent to decolonise the cooperative identity. This, she said, emerged in different sessions, where scholars spoke about going beyond the formal definition recognised through the legal frameworks and rejecting the normative and hegemonic conceptualisation of cooperation. The challenge was to give value to specificities and eternities within *our* common global identity by recognising practices on the field from different cultures and ideologies. The risk was that otherwise the cooperative identity could become deeply exclusionary. Some speakers also noted the importance of the support of international and public institutions in the support of cooperatives, their identity and heritage. Others highlighted the central role of the State in linking cooperatives at the national and international levels, and for the financial support which in many cases was vital for the well-being of the cooperative sector. In addition, some scholars pointed out the responsibility of the State for fostering cooperatives, as their values and principles were important not only for the organisation but also for the society as a whole. She continued, speakers also mentioned that cooperative education played a key role in shaping people, the economy, the environment, and society at large, and that, that should be reflected in the cooperative identity. In order to improve the engagement of young people in the cooperative movement, some scholars argued that new cooperative ways of teaching and learning should be promoted to inspire young people to be co-operators of the future. Some noted that education meant to empower the educator, to make education in their own way and in their own context. She added further that some speakers focussed on the importance of bringing together multiple organisations to develop an interactive and engaging curriculum to teach teachers in secondary schools and university about cooperatives as well as to foster the collaboration between universities and cooperatives. Cooperatives should be more engaged in financing programmes and scholarships to promote cooperative education along the different educational steps. She said cooperatives were facing many challenges like individualisation, generation-gap, ageing dynamics of the peer to peer in the digital space, the expansion of inequality under the pandemic, and that cooperatives needed to develop a

strategy for building more statistics and to also develop statistics for the creation of an enabling environment that could address value barriers. She concluded by highlighting that a major focus was to be given to the ILO's concept of Decent Work. Work, she said in the global context was being characterised by increasing unemployment and uncertainty about the future, and that "quality jobs" should become a distinguishing feature of cooperatives. The cooperative identity had proven to be solid brought many benefits for those who participate in cooperative enterprises, and it was nice and useful to be together and re-examine and think about it again.

Cooperative Innovation and Entrepreneurship

Dr. Rafaelli presented the second thematic line which had six sessions dedicated to it. She said the key message of the stream was that cooperative identity was crucial for innovation in cooperatives and also it was a unique business opportunity. However, she added, in a constant changing world, the cooperative identity needed to be adapted to the new environment and the new challenges. Thus, in order to support the development and innovation of current and future cooperatives, a new approach was needed to reach out to entrepreneurs of the future and that, she said involved a new language of being more participatory for entrepreneurs and an inclusive approach to workshops. However, the risk of this was in relation to the contradiction between the cooperative identity and financialization and this has been pointed out and we needed to find a way to overcome this dilemma. In addition, recommendations went in the following directions.



First, financial support - whereas this would acknowledge the social value that cooperatives added to the society, for example, in terms of value distribution of equitable profits, and benefits with the local community in terms of stability of jobs, they generally relied on very low financial foundations, which in many cases make it difficult for them to accomplish their social goals. In this way, it was important to establish mechanisms that would enable them to get the financial support to carry out projects that could reinforce the virtual circle with their communities.

Second, the crucial role of research and education - the importance of establishing an international network of researchers and research centres to develop specific tools for starting the sector was highlighted. In addition, constituting internal foundations for cooperative promotion and education could enable the spread of information and foster new co-operators. These goals include establishing connections with policy researchers and projects to connect cooperatives globally.

Finally, on the relationship between cooperatives and their identity with digitalisation, she said, whereas digitalisation and technology had imposed great difficulties for large proportion of the labour force, cooperatives were able to resist and grounded in their identity, cooperatives have developed responses to platform capitalism-based exploitation of gig workers. In this way, she concluded platform cooperatives had developed mechanisms for reducing exploitation through employment securities, and more attention to these experiences was needed.

Cooperative Global Commitment

Mr. Paul Kang presented his reading of this thematic line and informed about four sessions that were organized in relation to Cooperatives' Global Commitment. The key message he said, was that cooperatives should assume more responsibilities at the local and global levels and take them down to local actions. Case studies were presented that showed cooperatives contributed to environmental protection and speakers mentioned cooperatives should be involved displaying leadership pay more

attention to climate issues. He added there was a proposal to add a principle on the environment either by adding text to the 7th Cooperative Principle or as a separate 8th principle.

He continued cooperatives should include peace building and post conflict, rebuilding and promoting dignity in their goals and purposes. Cooperatives were already participating in peace-building by promoting socio-economic cohesion and peace was a by-product of cooperatives' way of doing businesses and community building. He said presenters agreed that the power of communities could become a tool or engine to reinforce the cooperative identity and that, the way cooperatives understood communities could make a difference and a wider view on what a "community" is, could create new opportunities by promoting social causes such as Human Rights as cooperatives built local communities and promoted territorial cooperation. He continued cooperative models could enhance cooperatives' values and identity reinforcing into building more social capital. Recent global challenges created newer goals to answer community needs and to explore the benefits of collaborating together.



In the last session, he said, panellists explained cooperatives should be involved in mutual aid and social networks, and that producers and consumers could get together to build stronger networks, promoting better opportunities, providing more jobs. New ideas for new forms of cooperatives should be encouraged to meet new challenges. In addition, at the global level, social economy could be applied to official development assistance. He concluded that cooperatives should take more risks and assume more responsibilities on environments in territorial cooperation, peace building and other social causes, and that, cooperatives could contribute in building local communities that met social challenges, especially in the post Covid-19 era; taking more responsibility could lead to more opportunities by widening the cooperatives' identity, and widening the identity and strengthening the identity could go together, and this way, cooperatives could widen local and global leadership.

Cooperative Identity and the Sustainable Development Goals (SDGs)

Dr. Maria José Ruiz-Rivera presented the reading from this thematic line and informed that all participants highlighted the contribution of cooperatives and the broader social and solidarity economy in promoting Decent Work, Social Justice, and the Sustainable Development Goals agenda. She said, all sessions brought together researchers and practitioners who reflected on their empirical studies, historical perspectives, legal and policy frameworks, measurement platforms, and the potential of cooperatives in meeting the SDGs. She continued that some researchers noticed that the SDGs really acknowledged the central role of solidarity in meeting Decent Work and job quality. However, some participants pointed out that the recognition of the cooperatives' action towards the SDGs remained insufficient in different geographical contexts. Hence, an overall strategy was needed. Cooperatives could incorporate the SDGs into their economic and social strategies. In addition solidarity as an aspect of the cooperative identity and as one of its pillars, should be reinforced as an ethical political system which might allow cooperative members to overcome market rationale and become agents of political action. Moreover, through the different sessions, it was highlighted that cooperatives often faced challenges from operating in an environment not suited to their needs. This challenge



involved critical aspects such as accounting and accountability activities, which could not be understood in a language focusing on market driven firms and the needs of their investors. Empirical studies presented during the different sessions supported this and showed the necessity of developing at a global level index and metrics for and by cooperatives as firmly pointed out during Nazik Beishenaly's presentation. These metrics, she continued, should capture the contribution of cooperatives toward SDGs for example, in granting Decent Work. The fewer the metrics the better, was stated in Eric Bidet's presentation. What was crucial was to create instruments that adapted better towards showing the contributions of cooperatives to the SDGs and to distinguish these organisations from for-profit businesses. Therefore, there was a need for accounting and accountability for cooperative purposes based on a more holistic framework of accounting which aligned financial accounting with social and environmental impact. In addition, what emerged in many discussions such as Mirta Vuotto's presentation, was an agreement on the need to have a statistical resources on cooperatives that ensured the homogeneity of the records including their continuity and comparability. During Sonia Novkovic's presentation, cooperatives were invited to incorporate digitalisation and work along with platforms as an innovative form of cooperation.

To conclude, she said, the cooperative movement must reinforce dialogues with policymakers with the aim of transforming business as usual, and as was stated during Ilcheong Yi's session, for this, inclusive public policies were necessary. Finally, she asked what was the way forward? What could be done to account better for cooperative purposes? The cooperative movement could engage in alliances with other social movements to align economic activities with social and environmental values on the quest for meeting the SDGs.

In summary, Prof. Ann Hoyt thanked all the rapporteurs of the Research Conference and pointed out major topics that came up several times during the reporting. She said the sessions talked about providing financial support, particularly for education and for development, supporting research and education and creating through the research, effective metrics for identifying the cooperatives' contributions to their communities. The panels talked about environmental implications of cooperatives and the need for cooperatives to address the climate issues that the entire world faces and to work to build peace and to be involved in mutual aid and social networks and working with other organisations that may not be cooperatives but share our values.

She concluded this part of the session by saying that the Research Conference presenters respected and supported the cooperative identity, but there was an awareness that the cooperative identity needed to be adaptive to the new changes that were occurring around, and for co-operators of the world, to be adaptive to those changes and to encourage widespread participation in discussing *our* core identity.

The 3rd International Forum on Cooperative Law

Ann Hoyt then invited Prof. Hagen Henry to report on behalf of the presenters of the 3rd International Forum on Cooperative Law.



Prof. Hagen Henry informed that the Forum on Cooperative Law was themed on *Identity of cooperatives and the harmonisation of cooperatives laws - match for mismatch?* He said the Forum was divided into six sessions and 33 persons made presentations and many more joined online. He continued that the presentations and discussions revolved around two topics. 1.) the relationship between cooperative identity and cooperative law and 2) the harmonisation of cooperative laws and cooperative identity. He then explained the relationship between cooperative identity and law. He provided some preliminary remarks by stating there was a large

consensus on that relationship, and that the Forum understood the cooperative identity as the one constituted by the three elements of the ICA statement on the Cooperative Identity – the definition, the

values and the principles, and underlined that the three elements were not loosely enumerated in the statement, but that there was an epistemological link between the three and that was very, very important. He continued that new technologies, the factors of globalisation, and many other things added to the question of what the cooperative identity was in the real world of today, and that lawyers had to look at the discussion with a shift from the member and shareholder value to a general stakeholder value, that enterprises were supposed to produce.

He added that the ICA statement was legally binding for the members of the ICA and indirectly for the members of those members. He supported his claim with two reasons (1) the cooperatives were responsible themselves to live the ICA principles through their statutes and through practice, and (2) the aspect that is in living and practising the principles by the cooperatives had an influence on the question of whether there was an emerging notion of public international cooperative law.

He said, for lawyers, cooperative law existed because of the cooperative identity, and therefore the latter was of paramount importance, and secondly, lawyers needed to distinguish cooperatives within the wider debate of the social economy, and thirdly, a diverse world of enterprises was needed and that meant needing different identities. The reason for this need was that diversity was a source of development, and therefore a source of sustainable development. He also reminded the house to not disregard the self-identification of cooperatives by the large number of cooperatives and cooperators around the world who participated and adopted the Statement in 1995, which, he continued, the world had to recognise. He also noted there was a gap in the wider legal world in understanding the bridge between this fact of self-identification and legal rules. He further added that the ICA statement had gained legal relevance beyond the Statement itself for the members because there were two texts at the international level –the 2001 UN Guidelines aimed at creating a Supportive Environment for the Development of Cooperatives, which refers to the ICA statement, and, ILO Promotion of Cooperatives Recommendation, 2002 (No. 193) which integrated almost word by word, the ICA statement into the text which recommended States to translate the cooperative values and principles into law.

He said there was large consensus on what was meant by cooperative law as not only the law on cooperatives but the wider legal system - any laws and regulations that have an impact on either the organisation or the functioning, the operations of cooperatives and, also to include issues of implementation of law-making and of the interpretation of the law, and this in the many different legal traditions where cooperatives were present. Additionally, it was not only the law for cooperatives but also about law on cooperatives. He added that there was no consensus on whether the ICA principles were legally binding on legislators, and that there were different opinions. He said that the gap between the principles on one side and legal rules which are meant to be precise, can be filled. He said it was interesting that irrespective of what people thought about the issue, all presenters referred to the cooperative principles when they talked about cooperative law and an increasing number of national and regional laws refer to the principles in a not always a very clear way, and ICA would have to work on it to make things clearer. He added that the fact remained that there was a clear tendency in new laws and amendments to make a clear reference to the cooperative principles of the ICA. All presenters found that most cooperative laws, did not sufficiently respect the cooperative principles to varying degree. He spoke about the phenomenon of companization, hybridisation, homogenisation, convergence, and that indicated that through law, the identity of cooperatives was either being set aside, or was slowly diluting, and the enterprise types were becoming a bit more like each other through law. At this point he raised the question, was there a relationship between the cooperative identity and law? He said in summing up that there was consensus to say yes, there was a relationship. It was not that the law would constitute the identity, but the law strengthened it and protected the identity. He said this came out especially in one presentation, where presenters looked at the relationship between law and identity, and started from the hypotheses that one did not need law to protect and to strengthen the identity. And the foreseeable result was that yes, one did! And, that had to do with the function of law in general.

He then spoke on the harmonisation of cooperative law. He asked whether the world needed to harmonise cooperative laws to strengthen the identity of cooperatives? And there were three further questions he raised: (1) What was to be harmonised? (2) Why? (3) And then how does one harmonise? In response, he said, harmonisation of cooperative laws was a fact, whether one wanted it or not, and the important thing was what one could do with that fact. He said there was a caveat to be issued

about the notion of harmonisation, which covered a wide variety of different issues - the different types of approximation of varying identities from the unification of laws to loosely coordinated harmonization. Then, there was international and regional harmonisation, and there was intra-national harmonisation, which had seemed to be the more relevant case.

He clarified that nobody was proposing a uniform law for cooperatives. The question was how the harmonization of the interpretation of the cooperative principles can be achieved. He then presented some recommendations for the Congress:

1. Integrate into the thinking on the cooperative identity the issue of law,
2. Recognize that the ICA statement is legally binding on Member Organizations.
3. Use the resources the ICA has through Director of Legislation, Santosh Kumar and the ICA Cooperative Law Committee.
4. Act in on the question of integrating the issue of cooperative law into the training, into the creating new lawyers.
5. Overcome the sectoral divide in terms of attaching this divide to sectoral laws, which divided the thinking on cooperative law.

Prof. Ann Hoyt thanked Prof. Henry, and invited Prof. Sonja Novkovic to make her concluding remarks.

Prof. Novkovic said the Conference was rich with researchers on the panels and also saw practitioner inputs. She said one of the panels talked about operationalizing the cooperative identity as well. She said that was important and necessary to actually understand how the business, the cooperative model of enterprise with its features captured by the statement, actually played into the business advantage. She recollected the discussions from the preceding session on the ICA International Cooperative Entrepreneurship Think Tank where the importance for cooperatives to understand where they had a business advantage was discussed. She informed that there were rich conversations about operationalisation of the cooperative identity, what it meant and how the Statement were not just words, but instead could actually be turned into tools in the business world. She spoke about the panels about conversions and work, and that researchers were looking at what the necessary conditions were to convert businesses small businesses into cooperatives. She then spoke about the discussions on digitisation and data.

In conclusion she conveyed the following message - How to inform the Congress to maximise the opportunity to discuss the deepening of the identity? There were clear calls for leadership on climate action. It was not just about understanding the cooperative model as the values-based model that had as by-product, a positive impact in the context of SDGs, but it was really about the need to show leadership on climate and put that at the forefront of the model. She said although many cooperatives were thinking about it but there was some frustration in the research community which was perceived as cooperatives lacking leadership. She encouraged the conversations in the Congress to think about how the cooperatives could position themselves into that space, and that the positioning included measurement and reporting. She recollected the panels which discussed ESG and SDG framework, and that there was a call to go beyond SDGs, which she said was a package everyone agreed with but she said if one were to look at them minutely, many did not fit the values cooperatives espoused. She added, it was important to be critical where criticism was needed, and to challenge the ESG framework and to level the playing field in the sense that cooperatives needed to show leadership in the measurement frameworks and influence global efforts to measure what mattered. She also said, many of the presenters and researchers sat on different panels and forms that did the work on measurement and reporting. She said a conversation with the movement on where this could be taken, was needed. Lastly, she said the Conference had called for a forum to exchange experiences in the area of climate change and measurement and impact measurement and reporting because there were many efforts being made by cooperatives on the ground. She said the platforms that were engaged on measurement and reporting on sustainability impact were reinventing the wheel and were looking for measurements and benchmarks and targets that that were relevant in a particular context. She said co-operators and researchers on cooperatives must engage with each other and see who was doing what, and therefore a forum was necessary. She said researchers were hoping that the UN Research Institute for Social Development would partner and that they were going to have that forum and an opportunity to meet

and discuss what's being done for cooperatives and by cooperatives in this in the area of climate action and sustainable development. She ended with a call for cooperatives' leadership on climate action.

Prof. Ann Hoyt thanked everyone on the panel for their contribution and for presenting valuable insights from the two preparatory research-based events. She reminded everyone that it was the first time that research and law conferences reported directly to a cooperative Congress give a precursor to the discussions that were coming up in the next few days. She said it was really important to recognise the contributions of researchers who examined the cooperative Identity and gave thoughtful presentations and had conversations ahead of the much longer conference, conversation and discussion among co-operators which would focus on the unique nature of cooperative businesses and the cooperative identity, which was based on moral and ethical principles, and guided by carefully developed operating principles.

She said there would be many additional opportunities to discuss these issues, discuss our shared cooperative identity and how to modernise it, to the challenges that we currently face throughout the world. And it was important that everyone present expressed to the co-operators at home, that this was an open discussion. There were no preconceived outcomes. The effort was dedicated to getting opinions from all over the world and as many as possible. She urged everyone to look for the upcoming opportunities and participate fully. She reminded that everyone's voice was important. In finally, she urged everyone to review the Congress Discussion Paper - Examining our Cooperative Identity and encouraged all to distribute it in the local communities and local organisations. She said the Congress hoped to inspire co-operators to participate in the on-going discussions.

[Recording of the joint-session available](#)

1. EXAMINING OUR COOPERATIVE IDENTITY



Manifestation of cooperative identity

The Cooperative Identity at U.S. Credit Unions

[Jordan van Rijn](#) (CUNA / University of Wisconsin-Madison, US)

With over 5,000 credit unions and 127 million members, U.S. credit unions are the largest network of financial cooperatives in the world. To what extent do U.S. credit unions follow cooperative principles, reflect the cooperative identity, and distinguish themselves from other financial institutions? As credit unions grow and diversify their membership, many argue that credit unions will lose their cooperative identity and become more akin to their counterparts in the for-profit banking sector. This paper presents evidence that U.S. credit unions continue to differentiate themselves from other forms of banks. In their governance structure, credit unions rely on volunteer directors and CEOs are significantly less incentivized by performance-based compensation relative to commercial bank CEOs. Moreover, 51% of credit union CEOs are female versus only 3% of CEOs at similarly sized community banks. Credit unions also offer better interest rates, provide higher quality loans, avoid overly risky lending practices (e.g., subprime mortgages), and are more likely to open and retain branches in low-income and diverse areas.

[Extended abstract \(EN\) available](#)

Keywords: credit unions, financial cooperatives, cooperative impact, consumer welfare

From principles to actions: Conceptualizing and Implementing Kibbutz Cooperative Identity

[Anat Marle Heffetz](#) (Kibbutz Movement, Israel), [Ayelet Glass](#) (Kibbutz Movement, Israel) and [Merav Niv](#) (Cooperative Coordinator, Kibbutz Movement / Haifa University, School of Political Science, Israel)

The Israeli Kibbutz is a unique phenomenon as a multi-purpose cooperative, entailing municipal, organizational and communitarian characteristics. Spread throughout rural Israel, the 250 kibbutzim, members of the “Kibbutz Cooperative Movement”, the largest apex cooperative of kibbutzim in Israel, differ on size, years of existence, demographic, economic and geographic variance, alongside historic and cultural differences. Kibbutzims’ separate municipal, geographic, social and economic entity makes them highly dependent of member engagement and involvement, in order to maintain long term viability.

Over the past three decades, economic crises and depreciation in hegemonic ideological commitment, alongside internal changes of norms and lifestyles, introduction of personal ownership of housing and the establishment of an incentive system, have led the majority of kibbutzim and their members in search of a renewed identity, in order to create a new and unique common denominator and value set vis-à-vis prevailing competing economic and community alternatives in rural Israel, both for existing and future members. The growing interest in kibbutz life and the acceptance of new members to kibbutzim, has emphasized the need for applicable cooperative identity formation methods, in order to enhance member engagement and participation, social resilience and rebuild social capital, as a foundation for necessary collective actions in order to achieve social and economic effects of kibbutzim both internally and externally - on their surrounding communities.

During the years 2018-2019, the Kibbutz Cooperative Movement developed, characterized and conceptualized the framework of "kibbutz community at its best", including core cooperative values and principles, alongside specific "kibbutz" and "kibbutz community" key elements as an identity formation process with and for its members, to be adapted and implemented by them.

The proposed study will include description of the identity formation conceptualization and implementation process, quantitative and qualitative data collected from kibbutzim in 2020, following the COVID-19 crisis breakout and during the first months of 2021, in order to validate its proposed components and assess multilevel (individual and clustered) identity formation processes implemented and their outcomes.

[Extended abstract \(EN\) available](#)

Keywords: Kibbutz, best practices, resilience, identity formation

Understanding Cooperative Orientation in the Cooperative Banking Context

[Svenja Damberg](#) (Hamburg University of Technology, Germany)

This research project looks in detail at the cooperative orientation of cooperative banks as perceived by their customer-members in order to gain a better understanding of its dimensions and ideas for a potential operationalization of the concept. Although there is a long tradition of cooperative literature and an extensive amount of conceptual and qualitative papers on cooperatives, to the author's best knowledge, cooperative theory lacks a clear approach of how to measure cooperative identity and orientation of cooperative businesses. This study attempts to combine various methods, by first conceptually collecting the various dimensions of cooperative orientation from extant literature, comparing them with the official statements, and conducting in-depth interviews with cooperative experts from the banking sector. The data are analyzed in order to identify the various dimensions of cooperative orientation, develop items, and finally establish an operationalizable construct. The results can be used and tested in future studies on cooperative enterprises, and thereby have implications for both cooperative theory and practice.

[Extended abstract \(EN\) available](#)

Keywords: cooperative identity, cooperative orientation, cooperative principles, cooperative values, PLS-SEM

More Cooperative Value: an initiative for change management and innovation in the Uruguayan cooperative ecosystem.

[Claudia De Lisio](#) (INACOOOP, Uruguay), [Stella Cristobal](#) (Responsible for the Department of Innovation and Development, Laboratorio Tecnológico del Uruguay (LATU), Uruguay), [Silvana Avondet](#) (CUDECOOP, Uruguay) and [Cecilia Ferrario](#) (INACOOOP, Uruguay)

In recent years, Uruguay has been committed to the development and consolidation of cooperative enterprises through the design of a management improvement model called Más Valor Cooperativo (More Cooperative Value) and an IT tool that guides the incorporation of new professional practices (HIMA), aimed at improving the competitiveness and sustainability of the cooperative sector.

The sustainability of cooperative enterprises in today's dynamic and uncertain market requires a good articulation between the economic viability of the cooperative as an enterprise and a solid management that promotes its principles and values. The main challenge lies in becoming a competitive alternative in the market, adaptable to its innovative demands but aware of its conceptual, philosophical and identity commitment as organisations of social transformation.

In this sense, HIMA and the More Value Model, whose main characteristic is to combine in its content the practices characteristic of the entrepreneurial condition with its cooperative nature, are moving in this direction. The development of the More Value Model and the HIMA, unique in the region, takes into account aspects linked to economic and financial performance, social and group aspects characteristic of cooperatives under their principles and values¹, and requirements established by the current Uruguayan regulatory framework, good cooperative practices and existing good management practices. Therefore, its impact on the organisation is twofold: cooperative enterprises internalise new ways of managing their enterprises, consolidating their model of socially responsible management and satisfying their needs for production, consumption, work, credit or housing in the long term.

For the development of the More Value Model and HIMA, the National Institute of Cooperativism (INACOOOP), the Technological Laboratory of Uruguay (LATU) and the National Institute of Quality (INACAL) jointly intervened (the latter two institutions are recognised for promoting the sustainable development of Uruguay through the design and implementation of comprehensive solutions focused on the competitiveness and sustainability of national business and public organisations and the development of actions to promote, disseminate and implement the culture of quality and continuous improvement in them). This process was developed with the contribution of the Uruguayan Confederation of Cooperative Entities (CUDECOOP) and the development of HIMA was co-financed by the National Development Agency (ANDE).

The HIMA, developed under the structural basis of the More Value Model, acts as a guide and its function is to pave the way for the incorporation of new ways of managing the cooperative enterprise, incorporating concepts of quality and innovation. It develops management practices linked to leadership, cooperative strategy, human development, processes, sustainability and enterprise results, with a strong emphasis on processes, the system of recording and documenting practices and systematisation.

HIMA as a tool provides training, generates learning and, above all, group learning that has a positive impact on the cooperative's own productive and social processes. HIMA thus becomes a system of permanent, integral, identity-based and inclusive learning, focusing on good management practices agreed and validated by all the organisation's members and collaborators.

While HIMA paves the way for cooperatives to incorporate new practices and their documentation, the More Cooperative Value Model allows the cooperative to self-diagnose its performance according to the development of its practices, being able to identify itself at a Germinal, Commitment, Implementation, Improvement, Sustainability and Excellence level.

With both tools contributing to the professionalisation and modernisation of cooperative management, it is therefore necessary to establish a mechanism to motivate enterprises to continue with the improvement processes initiated. The design of the More Cooperative Value public recognition,

¹ They were included in article 7 of the General Law on Cooperatives Nº 18407.

provided by INACAL and INACOOOP, recognises quality cooperative practices with a focus on innovation and aims to acknowledge progress and facilitate the cooperatives' commitment to continuous improvement.

The recognition of Más Valor Cooperativo favours the visibility of cooperatives as part of the Uruguayan business system, on an equal footing with other forms of business organisation, highlighting their special nature and their identity based on cooperative values and principles.

In conclusion, the triad HIMA, Model Plus Value and Recognition Plus Value not only strengthen associative processes, incorporating and systematising good management practices, but also seek to generate, stimulate and promote a culture of quality and innovative behaviour in Uruguayan cooperative enterprises, creating a sustainable cooperative future, with greater social and economic value in which the cooperative identity prevails.

Keywords: More Cooperative Value, management improvement, innovation, quality, continuous improvement

[Panel session] Operationalizing Cooperative Identity

[Chairs]

- [Sonja Novkovic](#) (Professor, International Centre for Co-operative Management, Saint Mary's University, Canada) and [Karen Miner](#) (International Centre for Co-operative Management, Saint Mary's University, Canada)

[Panelists]

- [Erbin Crowell](#) (Neighboring Food Co-op Association / NCBA-CLUSA, US)
- [Fred Freundlich](#) (Mondragon University, Spain)
- [Balasubramanian Iyer](#) (International Cooperative Alliance Asia-Pacific)
- [Sonja Novkovic](#) (Professor, International Centre for Co-operative Management, Saint Mary's University, Canada)
- [Karen Miner](#) (International Centre for Co-operative Management, Saint Mary's University, Canada)

Cooperatives are values-based businesses jointly owned and democratically controlled by their members. Centred on people's needs, rather than capital, cooperatives often address social and economic injustices. The purpose of cooperatives as self-help organizations may be misconstrued, particularly in contexts of complexity, growth and isomorphic pressures.

The panel explores the advantages of the cooperative model, addressing the question: How do cooperatives operationalize their "cooperative identity"?

Cooperative identity and challenges

How does institutional change emerge? The case study of Korean consumer cooperatives' Fair Trade practices

[KIM Sunhwa](#) (Sungkonghoe University, Korea)

This study analyzes the processes that the existing institutional logic of the Korean consumer co-operatives and newly introduced practices are being embraced and transformed, using neo-institutional theory, especially the perspectives of institutional logics (Thornton, Ocasio, & Lounsbury, 2012) and institutional work (Lawrence, & Suddaby, 2006; Lawrence, Leca, & Zilber, 2013; Lawrence, Suddaby, & Leca, 2009; Lawrence, Suddaby, & Leca, 2011). The Korean consumer co-operatives have formed the institutional logic of producing and consuming safe 'domestic' foods. Therefore, it is a new practice for the Korean consumer co-operatives to import foods from abroad through Fair Trade. The key theme of this study is how the existing institutional logic and new practices change consumer co-operatives.

Korea's consumer co-operatives have constructed and maintained the institutional logic of 'a jointly-owned enterprise', 'an autonomous organization', and 'to meet their members' common needs' which are globally known as the co-operative identity. Especially the institutional logic of meeting members' common needs has been formed practices of producing and consuming safe 'domestic' foods, reflecting Korea's social and cultural needs. The institutional logic and practices have begun to collide with the practice of 'import' of safe and fairly traded foods, which their members have mostly requested.

This study analyzed what kind of institutional work has been done for creating and changing Fair Trade practices by iCOOP consumer co-operatives. Research based on qualitative research methods has shown that the Korea's consumer co-operatives do institutional works, while iCOOP has emerged as the four institutional works, namely, identity work, routinizing work, network work, and reflection work. Also, due to the institutional logic of consumer co-operatives, both consumer co-operatives have been forming Fair Trade practices as a supplementary practice rather than the essential practice of consumer co-operatives.

Organizations construct practices under the influence of institutional logic, which has been formed in organizational fields. When new institutional logic conflicting with existing one is introduced into organizational fields, organizations assess it whether they accept a new logic or not. If accepted, organizations apply it. At this time, various actors of organizations are influenced by inside and outside of organizations and perform various institutional work. This study shows institutional logic can be effective in organizations and organizational fields together with doing institutional work by various actors' performance, when organizations have attempted to introduce new institutional logic, especially institutional logic conflicting with existing institutional logic.

The theoretical implications of this study are two-folded. Firstly, understanding institutional change of consumer co-operatives, it is important to analyze it by linking institutional logic with the perspective of institutional work. It contributed to develop the theories of institutional change in that we can analyze what actors do institutional works for adopting new institutional logic which conflicts with existing institutional logic. Secondly, analyzing the process of accepting and changing Korean consumer co-operatives' Fair Trade practices, it has contributed to improve understanding of consumer co-operatives' institutional change.

There are also three points of practical implications. Firstly, it gave us what and how we can do for institutional change practically when introducing new practices within organizations. Secondly, by showing that practices are not static but dynamic, it contributes to broaden understanding of organizational change dynamics. Thirdly, this study suggests implications for the institutionalization of Fair Trade. It sheds light on the efforts to promote and institutionalize Fair Trade.

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Keywords: institutional change, institutional work, institutional logic, co-operatives, Fair Trade

“Indexing Shared Struggle: A pattern language for realistic co-op development”

[Daniel Spitzberg](#) (Lead Researcher, Turning Basin Labs / Community Fellow, CU Boulder, US)

Defining cooperative health can overwhelm even the most experienced organizers and collectives. This hands-on workshop introduces a simple analytic framework to identify and index common struggles and strategies to overcome them. It draws on data from participatory research conducted with a diverse set of 66 people representing 41 co-op projects at different phases of their development lifecycle. While more than half of co-ops designing their organization face challenges with mimetic pressure of imitating or adopting "best practices" from less democratic enterprises, the overwhelming majority of co-ops growing their enterprise face a twin challenge of market competition pressure: serving niches where cooperatives tend to thrive, and in finding a foothold in their broader industry. The paper discusses a pattern language about “co-op health” to serve and unite both co-op and would-be co-op enterprises and concludes with vision and strategy for further participatory research through workshops.

Keywords: sectoral mapping, business competitiveness, isomorphic pressures

Business development cooperatives. A new structure for promoting the cooperative model.

[Marta Enciso-Santocildes](#) (Associate Professor, Universidad de Deusto, Spain)

In December 2019, a change was made to the legislation on cooperatives in the Autonomous Community of the Basque Country (Spain) with the aim of updating certain legislative aspects and resolving the obsolescence of some of its provisions.

Title II, Chapter I of the Basque Cooperatives Act (hereinafter referred to as LCE) sets out the different types of cooperative (Articles 102 to 135 of the Basque Cooperatives Act), maintaining the existing ones with some changes, and adding business development cooperatives in Article 135.

The aim of this paper is to present this new figure, analysing its corporate purpose and priorities. Reference is also made to regulations in other Autonomous Communities and at international level. Finally, this figure is distinguished from others. On the one hand, from invoicing cooperatives, with which this new cooperative form should not be confused, as they create a mere legal structure without genuine cooperative activity. On the other hand, entrepreneur cooperatives, whose purpose is the creation of social economy enterprises and the integration of entrepreneurial groups as members.

Reflection on these figures also allows us to delve deeper into the essence and identity of cooperativism, as it is this that marks the boundary between cooperatives that promote business entrepreneurship and the misnamed invoicing "cooperatives" turnover, which are really false cooperatives.

[Extended abstract \(ES\) available](#)

Keywords: cooperative entrepreneurship, cooperatives for enterprise development, cooperative identity, cooperative legislation

The Future of Multi-purpose Agricultural Cooperatives and Identity Problems in Korea

[PARK Seong-jae](#) (Senior Economist, GSNI Institute, Korea)

It is doubtful whether Korean agricultural cooperatives will maintain the cooperative identity while keeping the multi-purpose cooperative model. Agricultural cooperatives have difficult problems which are weakening the identity as cooperative because of several factors: gaps between members and users due to the characteristics of multi-purpose cooperative model, heterogenization of members caused by the changes of the rural economy and society, identity problem originated from the specific historical background of Korean agricultural cooperatives. This research will try to examine and analyse what is the identity question of the agricultural cooperatives, how this problem will evolve and what kind of options they might have. It will also try to propose some suggestions.

Korean agricultural cooperatives are multi-purpose cooperatives which market members' products, purchase farm tools and necessities of life, and provide financial services, insurances policies, food processing services. The diversity of business means that users' characteristics might be different according to different activities. Whereas farmer-members are main users of the marketing of agricultural products and the purchase of farm tools, the financial services are wanted also by non-farmer local residents. Although the associate-membership introduced to open services to local residents contributed to the development of cooperatives' business in the context of the decrease of farming population, it also made it difficult to maintain the rule of identification of cooperative owners and users (owner = user = controller).

Increasing heterogeneity among members caused by the aging rural society, polarization of business sizes and diversification of products makes cooperation among members difficult. Members' direct election of chairperson worsen this problem because cooperatives are managed particularly in favour of elderly farmers with small size cultivation who represents the majority in the electoral college.

Korean agricultural cooperatives had been shaped differently from the genuine model of cooperative due to the distorted identity shaped by the fact that they were set up, interfered and controlled by government in a top-down way. From 1962 to 1988, under the system of nominating chairpersons of primary cooperatives and the president of national federation, the autonomy of cooperatives has been severely affected. Whereas the autonomy was retaken in 1989 thanks to the democratization, cooperatives have been losing the identity as cooperative because the direct election of chairpersons, often overheated, made conflicts and oppositions among members.

Agricultural cooperatives have compensated the deficit in the main business related to agriculture with the surplus from the financial business. This is because the small-farming-based economy does not allow financial balance in the main agriculture businesses. Therefore, it is very probable that agricultural cooperatives would develop their size in increasing the dependency on the financial business. In this case, members' transaction share in the whole business will be lowered so that the identity as a cooperative might be weakened. In order that agricultural cooperatives would maintain as cooperatives, a turning point is needed and for this, innovative solutions should be prepared to strengthen their cooperative identity.

[Extended abstract \(KR\) available](#)

Keywords: multipurpose cooperatives, cooperative identity, Korea, associate memberships, members' diversification

Individualization of society and changing role of Japanese consumer cooperatives - Challenges of cooperative principles and identity in Japan

[TANAKA Iruma](#) (Seikatsu Club Kanagawa, Japan) and [HANZAWA Akihiro](#) (Seikatsu Club Kanagawa, Japan)

Despite the severe economic recession under COVID-19, a delivery service of consumer cooperatives in Japan increased their supply by approximately 15% in the first quarter of 2020.

As the society is increasingly individualized, a delivery service of Japanese consumer cooperatives has experienced a dramatic shift of its standard business model from “Han” system to individual order system in 1990s. Collective buying of food by “Han” (meaning a small group) was an innovative model as an alternative to the traditional store system of distribution while at the same time promoting new human values not related to or spired by the pursuit of profit. “Han” was introduced in 1960s when Japan became increasingly industrialized and experienced a rapid growth of urban population. “Han” system took an important role in new cities to unite individuals and created economic solidarity.

However, when individual order system was introduced in 1990s, a rapid dismantling of “Han” occurred. Indeed, a growth in membership and supply have been dramatic since then but almost 90% of members prefer individual order system. Members are less engaged with cooperative activities and tend to be changing its identity from a Member to a Customer. Introduction of ICT and segregation policy under COVID-19 has escalated the situation.

Many companies have been entering the field of delivery service, such as Amazon Fresh, and the competition is becoming intense. Japanese consumer cooperatives are still in the leading position in this field, but its ideological crisis decreases cooperative’s competitiveness. By re-evaluating “Han” and the affects of their dismantlement, we may find the keys to weather the corona virus crisis and further development of cooperatives and economic solidarity in Japan.

This paper consists of 4 parts. The first part is an introduction of consumer cooperatives in Japan and its history. The birth of “Han” system will also be introduced. The second part examines how and why dismantle of Han occurred. Individualization of Japanese society and changes in the retail business market will explain the challenges that Japanese cooperatives experienced in the last few decades. The third part tries to show some hopes by introducing recent activities by members of consumer cooperative to bring back cooperative principles and values to overcome the situation.

Data and interviews will be mainly collected from Seikatsu Club.

[Extended abstract \(EN\) available](#)

Keywords: cooperative principles, consumer cooperatives, member participation

Cooperative values

The cooperative organization: solidarity, trust, and trustworthiness as ethical means of housing development

[Billy Ndengeyingoma](#) (London School of Economics and Political Science, UK)

With the rising housing challenges across the globe, there has been increasing research interest on participatory community-led housing delivery. These participatory mechanisms can take various socio-spatial and legal forms, including housing cooperatives. Drawing on the empirical material from an ongoing doctoral project, the proposed conference paper will discuss why members of four housing cooperatives in Kigali, Rwanda, perceive the cooperative as the suitable organizational form to meet their housing objectives. I argue that the selection of the cooperative as an organization results from the members' considerations of the appropriate ethical means to fulfill their ambitions. In fact, the members intend to preserve the value of solidarity throughout their projects and to consolidate the value of trust both within the cooperative and between the cooperative and public, financial, and private sector actors.

The analysis in the paper uses a descriptive ethics approach and first focuses on solidarity, a value recognized by the ICA as essential to the cooperative identity. I show that solidarity already occupies a central role in the housing cooperatives' early days as de jure informal savings groups. I then explain the main reasons the members sought legal personality as cooperatives, namely navigating the business world, defining guidelines of doing business together, and facilitating interactions with external actors. As the outcome of seeking legal personality as an organization doesn't necessarily lead to a cooperative, it shows the housing cooperative members were deliberate in choosing that organizational form among other options such as investor-owned companies. The members recognized the embeddedness of solidarity in the cooperative identity and discarded the company as a suitable option because it risked jeopardizing the very sense of solidarity they had been fostering for years and cared to maintain moving forward.

The second half of the analysis sheds light on the value of trust which hasn't been as explicitly centered in the ICA cooperative identity framework as solidarity. In the case of housing cooperative members in Kigali, trust functions as an essential building block to support the integrity of the solid, but not entirely foolproof, structure of cooperative identity. While members seek to preserve their solidarity, they also identify the limits of solidarity in shielding their housing objectives of homeownership, community-making, and asset-creation from potential mishaps. This leads them to define guidelines and safeguards of working together in the cooperative and together with other stakeholders in housing provision. Through the cooperative and its legal recognition, the members institutionalize their trust in each other and in the safety of their current and future assets. The benefits of legal recognition do not only pertain to the 'legal' part but also to the aspect of 'recognition'. The members understand this recognition as a first step in making themselves known and building a good reputation. Through this increased exposure, they are signaling their trustworthiness to public, financial, and private sector actors who could help advance and also benefit from the cooperatives' projects.

With empirical and analytical focus on housing cooperatives in Kigali, this proposed paper will add to our insights on the perception of cooperative members about their organizations' identity and on the ways they seek to solidify the cooperative as a solidary, trusted, and trustworthy organization.

Keywords: solidarity, trust, trustworthiness, descriptive ethics

Game Theory and Cooperative Principles and Values

[Bogdan Radu Mahelka](#) (PhD student, Universidad de Zaragoza, Spain) and [Carmen Marcuello Servós](#) (Professor, Universidad de Zaragoza, Spain)

The theoretical study of the cooperative society, especially that which uses game theoretic models as a methodology, usually assumes that the cooperative behaves in a similar, but not the same way as the conventional firm. The objective of this paper is to answer the following question: Does the literature that studies cooperativism using game theoretical models take into account cooperative principles and values? We will review the literature on cooperatives using game-theoretic modeling and examine the underlying assumptions that these models have in order to answer that question. From the answer, we will draw conclusions about the position the cooperative enterprise acquires in a paradigm designed with values different from those of the cooperative and propose a different path for its modeling.

Game theory is a methodology used to study the behavior of agents in a context in which they are influenced by other agents (Peters, 2015). It has been consolidated with the work of Von Neumann and Morgenstern (1944/1947) although there were earlier works with the same approach (Cournot, 1838; Edgeworth, 1881). However, its use in the literature on cooperative society studies is limited, despite its potential for logical reasoning. This misses the opportunity to infer actual behavior through theory. This could be due to the scarce empirical evidence of the most primitive models (Crawford, 2013), which has led to the partial abandonment of this methodology.

We have detected that a large part of the literature uses assumptions of utility maximization or cost reduction based on Ward (1958), but with slightly different maximization models from those of the capitalist firm. This means that the underlying values are hedonistic in nature (Sandel, 2011): maximizing pleasure (utility or benefits) and reducing pain (disutility or costs). But cooperative principles also consider the democratic character of the enterprise, the commitment to the community or the education of its members. As John Stuart Mill said: the pursuit of utility can lead to the denigration of the individual (Sandel, 2011).

This brings some implications for academia and literature. First, we will not be able to successfully predict cooperative behavior due to its complexity. A single approach is insufficient. Second, with this approach we imply that there are only some values worth considering in our models (free will and pleasure maximization in the form of utility), while we exclude others (democratic importance or reciprocity). Third, this maximization paradigm can lead to incoherent behavior. For example, a degeneration of democratic culture at levels below the general assembly of the cooperative (Estragó, 2021).

There are also some implications for the study of performance. First, we tend to accept, in academia and in cooperatives, democratic degeneration in exchange for economic efficiency caused by a coordination cost (Joshi and Smith, 2008). Secondly, the role and impact of cooperatives and social enterprises is relegated to the background, as solvers of market failures when cooperative societies may exist for other reasons, such as political ones (Borzaga and Tortia, 2008). We propose the creation of agent (Ostrom, 2012) and bounded rationality (Crawford, 2013) models for their potential to capture different states of agents that change dynamically and include behavioral boundaries defined by cooperative principles. This, in turn, could open research to the theoretical modeling of new proposals of entrepreneurial behavior, such as understanding the firm as an end to satisfy stakeholder needs (Borzaga and Tortia, 2008).

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[Extended abstract \(ES\) available](#)

Keywords: cooperative values, game theory, utility, cooperative principles

Discursive Ethics of Cooperative Social Responsibility. Its Identity.

[Ramón Santelices Tello](#) (Executive Director, COVIP, Chile)

The cooperative ethics (C.E.) if it is discursive in its origin will be able to include in its constitution in a genuine way the traditional principles whose praxis characterizes and gives foundation to this associativity.

Recognizing the social and solidary responsibility with each one of them under the same discursive argumentation with the equal and equitable participation of all the groups of interest of the internal structure, as well as of the environment and affected stakeholders.

This is expressed in the universal minimum requirements that guide all its decisions and actions, making it identifiable and recognizable as a cooperative.

The proposed discursive C.E. makes it possible to advance in the updating of the practice of cooperative principles, especially in the areas of democratic application and of those who exercise their participation.

Its principle and its end is the equal dignity of the other as itself, committing all the other fields of its action in the condition of means to reach it.

[Extended abstract \(ES\) available](#)

Keywords: discursive ethics, social responsibility, universality, minimum requirements, otherness of the other.

Diverse philosophical foundations

Reflections on cooperativism as a transformative way of being human: perspectives from the Korean philosophical movement of Donghak (Eastern Learning).

[Jonathan Dolley](#) (Research Fellow, SPRU, University of Sussex, UK)

How does the cooperative movement transform societies? Many of us, I expect, would seek to answer this question by identifying the key features of cooperative organisations capable of transforming the institutional structures of wider society, progressively replacing competitive economies with cooperative ones. Indeed, the ICA's seven cooperative principles could be seen as a blueprint for designing cooperative organisations. They describe the ideal model of behaviour for a cooperative; the pattern of the organisation's work. This external focus on the structure of the cooperative draws on the machine metaphor which lies behind much of modern Western science (Midgley 2006, 33). This metaphor provides a powerful language for speaking about the structure of organisations in terms of function, rules, responsibilities, protocols and procedures. This is invaluable when seeking to communicate how to reproduce cooperative models in diverse contexts. Yet this metaphor obscures as much as it reveals; social transformation is not only about changing structures. There also needs to be an internal transformation of individuals. What does cooperative identity look like as a particular way of being human? In this talk I will explore this question of internal transformation by drawing on alternative metaphors and ideas in Eastern and Western philosophy and religion.

I will focus particularly on the Korean philosophical movement of Donghak, or eastern learning (東學) which has been influential in the democratization of South Korea and has had significant impact on the formation of the cooperative movement in that country (Pak and Kim 2016; Ku 2009).

In Joseon (later known in the west as Korea) in 1864, in the midst of political and social upheaval precipitated by foreign influence on the peninsula, the governing authorities executed Suun Choe Je-u. His crime was to challenge the traditional hierarchy by teaching that all humans are equal (Seong 2020, 1). Suun had founded a new religion which he named Donghak (or Eastern Learning) in response to the crisis he witnessed unfolding in his country. He taught a way of living which is rooted in a belief that all things, living and non-living, bear and serve God (Hanullim) (Moon 2017, 1149). This places the individual in a relationship of radical equality and connectedness with other humans and all non-human life as well. His central ethical teaching was to serve others as though serving God.

In the 1980s, Suun's ideas were taken up by a group of Korean dissidents who reacted against state oppression and environmentally damaging industrialisation by formulating their own ecophilosophy called the *Life Movement*. Inspired by his teachings they explicitly rejected the "modern mechanistic view of the universe" (Pak and Kim 2016, 17) which they saw as leading to a mindset of separation and opposition rather than interconnectedness and cooperation (Pak and Kim 2016, 18). In 1986 they established a national association of organic food cooperatives in an attempt to put into practice their evolving philosophy of ecological and social transformation by bringing together rural and urban, producer and consumer, human and nature. That cooperative was called Hansalim and today it has become one of the largest multi-stakeholder food cooperatives in the world. According to its manifesto "Hansalim tries to ensure that the producers can take responsibility of the life of the consumers, and the consumers, in turn, can take responsibility for the livelihood of the producers." (Ku 2009, 44).

Reflecting on the foundations of Hansalim's ecophilosophy in Donghak thought I will explore the connections between Suun's ideas and what it might mean to identify cooperativism with a transformative way of being human. I will also draw out connections with streams of Western philosophical and religious thought where useful comparisons can be made. Finally, I will discuss recent trends towards similar themes around the meaning of cooperativism in the academic literature on commoning and agri-food cooperatives (see Emery, Forney, and Wynne-Jones 2017; Gibson-Graham, Cameron, and Healy 2016; Gonzalez 2017; Wynne-Jones 2017).

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[Extended abstract \(EN\) available](#)

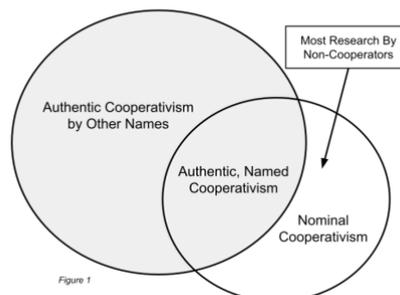
Keywords: social transformation, ecophilosophy, Korean cooperativism, multi-stakeholder cooperatives, food

The Authentic Cooperative Identity: Cooperation as Anarchist Philosophy

[Emily M Lippold Cheney](#) (Independent Researcher, US)

Anarchism, as a philosophy, strives for a world free of coercion and oppression. Following, it calls for the abolition of both the nation-state and capitalist systems given that coercion and oppression are both cornerstones of their functioning. Subsequently, I propose to explore and delineate the full expression of the Cooperative Identity as an expression of anarchist philosophy that rejects and resists the power of the state and capital. While there is existing scholarship from radical theorists, such as Peter Gelderloos (2015), Noam Chomsky (2018), and Mark Fisher (2009), exploring the expression of cooperativism outside or - more aptly – in spite of capitalist and authoritarian landscapes, the bulk of such thinking is cursory and often fails to consider the core philosophy and written canon of cooperativism.

This diminution is largely due to the limited distribution of cooperative literature by its philosophers, as well as the confusion created by both the misapplication and underapplication of the name “cooperative” among visible initiatives. There are an abundance of wholly cooperative projects choosing to identify with unexact language such as “mutual aid” or socialist rather than cooperativism, creating a false distinction between cooperativism and those endeavors. “Virtually all peoples around the world [...] have practiced mutual aid” (MacPherson, 1998, 225). Additionally, many of the highly visible and cooperatively named projects that have reached scale within globalized capitalism engage in behavior antithetical to the Cooperative Identity - inviting in forms of controlling outside investment, creating a specialized management class, and other profit-maximizing strategies. The existing critiques of cooperativism by anarchist and radical thinkers, such as those mentioned above, is often analysis of those visible, corrupted expressions of cooperativism; rather than of the Cooperative Identity, the written work of cooperative philosophers, or an analysis of the application of the actual movement stewarded theory in practice. Ultimately the group of those who practice authentic cooperativism, regardless of how they name or frame their work, and those who name their work as Cooperative can be represented as a venn diagram with the latter circle smaller than the other, with most mainstream research considering only those cooperatives in the independent segment of the smaller circle (Figure 1).



This paper, first, analyzes the ways in and degrees to which cooperative theory and practice has departed from the radicalism from which the Cooperative Identity has developed, explaining the predominance of inauthentic, nominal cooperativism. Second, the paper approaches the contextualization of authentic cooperativism as anarchist praxis by laying out a concise interpretation of the Cooperative Identity that is the fullest expression of a striving against coercion and oppression. Through this theorization, I proffer that the most authentic and historically coherent expression of the Cooperative Identity is when it is in harmony with anarchist philosophy calling for the abolition of the nation-state, free market capitalism, and all forms of systemic and individualized coercion and oppression. Such an inference begets further research into how the expression of authentic Cooperative Identity can be best achieved when developing new cooperatives, what accountability to

authentic Identity looks like within a movement community, and what implications this framing has for how we choose to operate the infrastructure developed to self-govern the movement.

The supporting research for this paper includes literature from the aforementioned theorists and their contemporaries, such as Elinor Ostrom (1990) and Nick Estes (2019), as well as an analysis of existing literature on the Cooperative Identity from within the Cooperative Movement including, but not limited to, the Guidance Notes on the Cooperative Principles (ICA, 2017), notes from ICA Global Conference and Congresses (1980, 1995), reflections from cooperative philosophers such as Father Arizmendiarieta, A F Laidlaw, and Ian MacPherson, as well as documentation of the Rochdale Equitable Society of Pioneers. With these materials, it is possible to conduct an analysis and critique of each piece of the Cooperative Identity, beginning with reinterpretations of its Principles, an explication of its Values and their application to the Principles, as well as a review of the defining Statement to establish cooperativism within the landscape of anarchist philosophy.

[Extended abstract \(EN\) available](#)

Keywords: Anarchism, system transformation, business ontology, Capitalist Realism

On Confucian Understanding of Co-operative Thought

[JEON Hyeong-Soo](#) (Emeritus Professor and Dr. of Economics, Daegu University, Korea)

Modern co-operatives were introduced in Korea more than 100 years ago and have strongly taken root. In the meantime, they serve mainly as instruments for achieving goals of development policy in the backward sector of agriculture and in addition contribute effectively to implement national development plans.

This raises the question: Are there global cooperation values? Can the values of Western and Asian be distinguished? Can values be transferred from one country to another? Is Asian value a success factor for the fast growing cooperative movement in Asia?

The attempt to answer this question is undertaken in three steps: We introduce the Confucian value system and its impact on cooperatives. We then explain the lessons of Confucian practice, their cooperative elements, Confucian economic mindset, and the suitability of Confucian social ethics to the development of group-oriented innovation. This is the main part of the paper. In a second step, the Confucian value system is compared with the co-operative value system. Finally, it is discussed if, and eventually what, co-operators worldwide and in particular in Germany could learn from the Confucian value system.

[Extended abstract \(EN\) available](#)

Keywords: Confucianism, co-operative, group harmony

Shifting Meanings of the Cooperative Identity - The importance of the anthropological approach in the cooperative development discourse.

[Camilla Carabini](#) (PhD student, Università Milano Bicocca, Italy)

This work aims at underlining the need for further investigation of cooperatives from an anthropological perspective. Is the cooperative movement reflecting enough on the possible neo-colonialist implication of its narratives? Fellow cooperators of the ICA are questioning themselves whether the values and principles they propose are commonly understood among the different memberships? My personal experience in international cooperative development together with some literature review suggests that there is room for a better understanding of the cooperative identity from an anthropological perspective and this could help to further develop the movement's global strategies.

[Extended abstract \(EN\) available](#)

Keywords: anthropology, co-operatives, development, ethnography, identity

Decolonising co-operatives and the co-operative identity

[Tlotlang Osiame Molefe](#) (African Centre for Epistemology and Philosophy of Science, University of Johannesburg, South Africa)

This paper presents a multiregional account of the origin of co-operatives that moves away from nationalistic accounts, which “primarily emphasise the roles of their own ‘pioneers’” (MacPherson, 2012, p. 204). With the multiregional origin account as a basis, the paper then sets out two contexts through which the urgent and necessary task of decolonising cooperatives and the co-operative identity could unfold. The contexts are grounded in the recognition that co-operatives and perspectives from Africa and elsewhere in the Global South (with the notable exception of India) were not represented in the initial development of the co-operative identity and principles (Hilson, 2018), derived from the Rochdale statutes, which were in turn “an incomplete record of the meaning of co-operation” (Fairbairn, 1994, p. 14). The two contexts are mutually compatible and together suggest a path towards a co-operative identity and practice framework that substantively represents the global co-operative movement.

The first context views co-operatives in Africa (and elsewhere in the Global South) as institutions introduced in the colonial period and imposed to extract labour and ecological value for the benefit of the colonisers (Develtere, 1992; Wanyama, Develtere and Pollet, 2009). In this context, decolonising co-operatives entails reforming them to embrace the International Co-operative Alliance’s values and principles, as South Africa has attempted to do after the fall of apartheid, an extension of the colonial project (Ndumo, 2019; Theron, 2019).

The second context views pre-colonial communal economic and social arrangements in Africa (and elsewhere) as de facto co-operatives that the colonial legal framework rendered informal by excluding them from recognition (Nyapadi, 1991; Okem & Stanton, 2016). In this context, decolonising co-operatives and the co-operative identity requires recognizing these pre-colonial communal arrangements, many of which are extant, as co-operatives and evolving the co-operative identity and principles to incorporate the unique perspectives they offer on co-operation.

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Keywords: decolonisation, co-operative identity, Rochdale, International Co-operative Alliance, multi-regional origin.

Cooperative principles

The Cooperative Principle of Concern for Community: what is community

[Claudia Sanchez Bajo](#) (Fellow Researcher, Faculty of Economics, University of Buenos Aires, Argentina)

This is a proposal to discuss and link community and peace within the 7th cooperative principle, based on the current theoretical debates and thinking forward into the 21st century. Both terms are central to our daily life, to where we live, where we may belong, to what we share. The hypothesis is that cooperatives contribute to peace while being special in that they offer a learning path in democracy, rebuilding agency and humanity during and after conflict, autonomous entrepreneurial capabilities, leadership and learning to live together. Living together entails differences, needing dialogue and equality to engage in such dialogue, to manage conflicting views non-violently, and to build community.

Therefore, how can we discuss cooperatives as building community and/or being outside it? How to conceive community as composed of singulars (but different from isolated individuals), which attraction and meeting point would be difference or diversity? The key question being: What is community and what are its linkages to peace, namely to positive peace following Galtung's definition (Galtung & Fischer, 2013)?

The 7th Cooperative Principle **Concern for Community** affirms that "Cooperatives work for the sustainable development of their communities through policies approved by their members". The current 'Guidance Notes' on the Cooperative Principles (International Cooperative Alliance, 2014) shows several understandings of **community**, such as: being a legacy responsibility (p.37); a commitment to the communities within which they operate with activities consistent with other Principles (the 3rd, 6th and 7th) (p.41); an economic and social contribution to a local or regional economy to both community and civil society ... described as "managing common-wealth" (p.42); a link to ethical values emanating from the "special relationships cooperatives have with their communities which goes beyond simple business economics"; a link to "inherited traditions which are concerned with the health and wellbeing of individuals within their communities" (p.85); and cooperators living in a "global community" (p.89). The 'Guidance Notes' relates **peace** to social sustainability and social justice, as a precondition for sustainable development, whereby cooperatives should include a "commitment to work for and promote peace...", they show examples to "peace and stability" (p.89). Finally, under Matters for Future Consideration, the topic of promoting global peace and social cohesion is left open, justified by the role played by cooperatives, their unique capacity to contribute to global peace, and that they should give consideration "to the contribution they can make in their local communities and beyond to peace, social solidarity, social justice, and prosperity for all" (p.95). This positive affirmation deserves thinking forward: what is community in the 21st century, how is it built, what is its connection to peace and which type of peace are we talking about, since the latter is a polysemic word?

In 2013, the World Economic Forum acknowledged that civil society belongs to the private sphere and includes community organizations, local community and member-based organizations (such as cooperatives) (World Economic Forum, 2013 January): 9-10). Putnam affirms that cooperatives strongly contribute to democracy and civic culture (Putnam, Leonardi, & Nanetti, 1994)

Positive peace is now reaching a more mature stage in theory and statistics (Institute for Economics & Peace (IEP), 2019), while in the last 15 years strong debates on community are overcoming 20th century pitfalls, going beyond dualism, mechanicism, biological basis, and stasis/ inertia.

Debates on dialogical community (Stoetzler & Yuval-Davis, 2002) and (ZASK, 2016); on community as the tension between singularity of being and iteration in Jean-Luc Nancy's work (Devisch, 2014), analogic kinship (Sahlins, 2013), Putnam's social capital and civic culture (Putnam, Leonardi and Nanetti, 1994), and Ravven's work on free will, morality and cooperation, drawing from Spinoza and neurosciences (Ravven, 2013), will be discussed in relation to peace, in particular positive peace, namely what builds and promotes peaceful, safe and flourishing living through equality, equity and empathy following Galtung (Galtung and Fischer 2013).

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[Extended abstract \(EN\) available](#)

Keywords: cooperatives, cooperative principles, community, peace, identity

[Panel session] Statistics on the social and solidarity economy (SSE): cooperative and SSE identity

[Chair]

- [YI Ilcheong](#) (UNRISD)

[Panelists]

- [Marie J. Bouchard](#) (Professor, Université du Québec à Montréal Canada / President, CIRIEC International Scientific Commission on Social and Cooperative economy) and [Gabriel Salathé-Beaulieu](#) (TIESS, Canada)
- [Rafael Chaves](#) (Professor, Universitat de Valencia and GECES, Spain)
- [EUM Hyungsik](#) (Director of Research, International Cooperative Alliance)
- [CHOI Dongil](#) (ILO Coop Unit)
- [Barbara Sak](#) (CIRIEC International), [Coline Compère](#) (CIRIEC International) and [Jérôme Schoenmaeckers](#) (CIRIEC International, HEC-Liège, Belgium)

As policymakers pay increasing attention to cooperatives and more generally the social and solidarity economy (SSE) as a means of implementation of the SDGs, the demand for statistics which is needed for social and political recognition and government support is also growing. Over the last three decades, national statistical offices and researchers (academic and institutional) have done significant work to develop methodologies and gather data at the national and international levels. Despite these achievements, many countries and regions lack statistical information about cooperatives and other SSE organizations in their territories. Although in many cases the lack of adequate means to produce statistics is one of the primary causes of this situation, globally agreed statistical methods and indicators which ensure systematic data collection and coordination also have to be established. Recently adopted ILO Guidelines on cooperative statistics (ILO 2018) is a step in the direction of improving statistics on cooperatives. But their integration in SSE statistics has recently been questioned in a recent revision of the UN handbook on statistics for Nonprofit institutions (UN 2003) which claims to cover the social economy but in fact includes only a small part of cooperatives (UN 2018).

The cooperative is one of strongest ideal-types (in the sociological sense) of the social and solidarity economy (SSE), having its own chart of principles and values since 1844, widely shared across the world, updated in 1995 and developed into guidance notes in 2015 (ICA 2015). Another strong figure of the SSE is the nonprofit organization (NPO). Its identity is linked to the constraint of not distributing revenue surpluses and to the tax exemption that comes with it. Added to these, other types of organizations take part to the SSE, some with strong shared identity such as associations and mutual societies, others with statuses that are more varied such as foundations, or more ambiguous such as social enterprises.

Right now, two approaches are being put forward to measure the SSE with international statistical standards, one based on a conception of the SSE anchored in the cooperative identity (CIRIEC 2006), the other based on a conception of the SSE based on nonprofit (NP) and voluntarism (UN 2003) but that, in a recent revision, extends to “other related institutions”, including some cooperatives that do not distribute surpluses but excluding most cooperatives and mutual societies, while still claiming to cover “the third or social economy sector” (UN 2018).

This development exacerbates the tensions between two traditional approaches to the SSE, that of the social economy, mostly motivated with fostering economic democracy, and that of the nonprofit sector, mostly preoccupied with encouraging charitable donations. In the first case, all identified forms of SSE are included in the perimeter. In the second case, most cooperatives and mutual societies are excluded but new spheres of voluntary action are included (e.g. voluntarism outside organizations). In both cases, “social enterprises” are defined, however in terms that respectively link them to the ideal-type and motivation that orient each approach. At the same time, the SSE is composed of a much wider spectrum of experiences of solidarity emerging from civil society, hardly identifiable through national official statistics (UNTFSSSE 2019).

This panel will expose some of the issues related to producing statistics on the SSE in the present context. This presentation will address the following questions: What do we know about how statistics on the SSE are produced? What do recent mappings tell us about the SSE? What are the methodological challenges and how can we address them? What recommendations should be made to policy makers? What are the rebound effects between defining and measuring cooperatives and the SSE? What are the next steps researchers should take to ameliorate statistics? The panel will introduce three papers, followed by a joint discussion and is chaired by Ilcheong Yi (UNRISD).

1. M.J. Bouchard (UQAM and CIRIEC International) and G. Salathé-Beaulieu (TIESS), “Current state of practices in producing statistics on SSE. Strengths and Weaknesses.”
2. B. Sak, C. Compère, J. Shoenmaekers (CIRIEC International), “Mapping of mappings. Representations of the SSE in international statistics.”
3. R. Chaves (U. of Valencia and GECES), “Recommendations to policymakers about producing statistics on SSE and about future research.”
4. H. Eum (ICA), S. Esim (ILO Cooperatives), M.J. Bouchard, R. Chaves and B. Sak, I. Yi (UNRISD), “Performativity of Statistics on Cooperative and SSE Identity”,

This panel is based on a research initiative of the UN Inter-Agency Task Force on Social and Solidarity Economy (TFSSE)'s SSE Knowledge Hub for the SDGs. More information about this project can be found on UNRISD website. The project is coordinated by Ilcheong Yi (UNRISD) and Marie J. Bouchard (UQAM and CIRIEC International). It is funded by the Government of the Republic of Korea (represented by Statistics Korea), and carried out by UNRISD as the implementing organization of the UNTFSSSE Knowledge Hub. The project team acknowledges the support of CIRIEC International for the project.

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Keywords: cooperatives, nonprofit organizations, social and solidarity economy, statistics, international standard

1.1. EXAMINING OUR COOPERATIVE IDENTITY THROUGH A STRONG COOPERATIVE BRAND



Cooperative branding

What's in a Word: Co-operatives, Imperfect Information, Signals, Deception, and Constructing the Co-operative Advantage - The Example of the Health & Fitness Industry

[Hannah Altman](#) (PhD candidate, Queensland University of Technology, Australia) and [Morris Altman](#) (Dean & Professor, Behavioural and Institutional Economics & Co-operatives, School of Business, University of Dundee, UK)

Consumers would prefer to purchase from a co-operative, all other things remaining the same, if they know that they are purchasing from a co-operative and if they have some understanding of a co-operative. Therein lies a co-operative advantage. We argue that in the real world of imperfect and asymmetric information this knowledge is not guaranteed. For the co-operative advantage to be achieved it must be constructed by information provided to consumers. Given that information is imperfect and asymmetric this provides opportunities for the deception of consumers by sellers (false signals and deceptive labels) so that consumers believe that they are purchasing from a co-operative when they actually are not. Given that information is costly, unless there is an easy, low cost, and trusted method of determining (an effective heuristic) if an organization is a co-operative, real co-operatives will not be able to realize their co-operative advantage. This argument is exemplified in the health and fitness industry where firms identify themselves as co-operatives when they are not. This provides such firms with a competitive advantage when there should not be one. Although firms may not be intending to deceive consumers, this behaviour is analogous to firms labelling their products 'fair trade' or 'organic' when they are not in an effort to gain market share or to charge higher prices. In this case consumers are not getting what they have bargaining for and the term co-operative can be exploited on the market to generate economic rents where should not be any. This underlies the importance of there being a **known and trusted** accreditation and rating agency which will allow consumers to easily determine which co-operatives are real co-operatives. Also, required are co-operatives to identify themselves as such. This requires that co-operative leaders understand that there is a co-operative advantage in the market. Only in this manner will consumers be purchasing what they set out purchase and co-operative will be able to make good on their being a co-operative organization.

[Extended abstract \(EN\) available](#)

Maintaining the Cooperative Identity in Times of COVID - Reinventing and Communicating the Co-operative Brand

[Emmanuel Munyarukumbuzi](#) (African Leadership University, Rwanda) and [Sidsel Grimstad](#) (University of Newcastle, Australia)

Cooperatives are people-centred enterprises and is a unique business model because it is owned, controlled and run by the people who started the business, ie the members. Co-operatives are guided by the co-op principles and has at its core that the co-op should have the benefits it can provide to its members. These should not be limited to economic benefits, but also social, cultural and environmental benefits and aspiration for the members and the community (ICA 2018).

According to management theory, organisation with a strong corporate identity which articulates the organisation's "corporate ethics, aims and values and presents a sense of individuality that can help to differentiate the organisation within its competitive environment" (Van Riel & Balmer, 1997, p.355) will provide both external stakeholders and internal members of the organisation with direction and purpose with regards to design, culture, structure, strategy and communication. Corporate communication is the process through which stakeholders perceive the company's identity an image and reputation is formed (Melewar and Karaosmanoglu, 2006).

Cooperatives have a distinct cooperative identity as an "autonomous association of persons united voluntarily to meet their common economic, social, and cultural needs and aspirations through a jointly owned and democratically-controlled enterprise (ICA, 2018b) The autonomy and self-reliance at the core of the cooperative model, provides resilience and strength when times are tough. When substantial change and reinvention of purpose and practice is required, communication with both external stakeholders and internal members will demand a concerted effort in order to maintain the cooperative identity, its member focus and maintaining its reputation in the community.

Despite the difficulties related to measures aimed at curbing COVID19, cooperatives in the world are doing their best to reinvent their purpose, products/services and processes without compromising their cooperative identity. The reinvention can be in areas such as new ways to create member value, introduction of COVID-safe practices in production and manufacturing, investment in and use of technology (cash-less payment through mobile phones, the use of online channels to keep in touch with stakeholders from overseas) as well as follow measures such as social distancing to prevent COVID-19 spread.

These rapid innovations, result in co-operatives and their managers being faced with multiple communication challenges. They need to communicate their response to the pandemic and redefine the relationship with various publics such as business partners, buyers, and governments. This communication would need to assure the external stakeholder and in particular international buyers that their processes and products are COVID-safe. They also need to strengthen internal communication to create ownership of the new corporate brand and ascertain that these changes do not compromise the cooperative identity and the fundamental purpose of the business, ie the benefits to members. This internal communication is rooted in emblematic values of cooperatives including co-operation, self-responsibility, self-help, solidarity and care for others. Agility and innovation demonstrated by swift pandemic measures and increased use of technology has not only helped many cooperatives to stay afloat but has also been able to protect consumers, members, and the communities they serve.

This paper will base its analysis on the case of the Rwandan Coffee Cooperatives which are part of the Rwandan Small holder Speciality Coffee Company (RWASHOSCCO). The analysis will include assessment of main themes communicated to understand to what extent cooperative identity has been maintained while reinventing the purpose and processes of the business. It will also assess how the use of ICTs has been used not only to COVID-proof coop internal processes but also to communicate their coop brand under crisis as well as keep the relationship with partners and clients on the other hand. The data will be collected through thematic content analysis and identity control theory (Carter, 2014) will guide the interpretation of findings.

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Keywords: cooperative identity, cooperative brand, corporate communication, Rwanda

Participatory action research and documentary filmmaking to investigate and disseminate about cooperative identity: the case of the aroundtheworld.coop project

[Sara Vicari](#) (Roma Tre University / aroundtheworld.coop, Italy), [Andrea Mancori](#) (aroundtheworld.coop, Italy), [Cécile Berranger](#) (Roma Tre University / aroundtheworld.coop / Manchester Metropolitan University, Italy) and [Giorgia Amato](#) (Roma Tre University / aroundtheworld.coop, Italy)

Cooperatives have been increasingly acknowledged by scholars and international organizations as pivotal institutions for sustainable human development (Sen, 2000; Birchall, 2004; Herbel et al., 2012; Vicari and De Muro, 2012; Johnson and Shaw, 2014; Vicari, 2014).

The main interest is rooted in their identity as democratic enterprises adhering to cooperative principles and values (ICA, 1995). Their role in achieving the 2030 Agenda for sustainable development has been explicitly recognized (United Nations A/RES/70/1) which includes their contribution to decent work, youth's inclusion, women's empowerment and gender equality, environmental protection, poverty reduction, and food security among others. Most notably, cooperatives have also been added to the Intangible Cultural Heritage of Humanity (ICA, 2016). Despite all this, it has been argued that cooperatives have disappeared from economics textbooks (Kalmi, 2016) and their presence on mass media predominantly has occurred in case of sensational and controversial issues, while coop success stories most of the time have been ignored (Verna, 2019). Good practices have been increasingly documented by scholars and related findings made available in scientific journals, but this knowledge is available to the wider society only to a very limited extent. How could researchers on cooperatives fill this gap and contribute with their work to sharing knowledge about what cooperative identity is and how it can lead to a sustainable, inclusive and democratic enterprise, capable of expanding people's agency and wellbeing?

This paper aims to answer this question by showcasing the aroundtheworld.coop project (ATW), carried out in 2019 and 2020 in partnership with Coops4Dev program of the International Cooperative Alliance (ICA) to contribute to raising awareness about the role of cooperatives in transforming people's lives and their communities.

15 well performing and inclusive cooperatives, active in different sectors and located in all the continents, were documented through a methodology that combines participatory research methods and documentary filmmaking. In this project, coop members have been the main agents of storytelling and videos were used to disseminate research findings to the public and to promote peer-to-peer exchange of good practices.

By illustrating the experience of the ATW project, the paper contributes to the methodological debate about how researchers can investigate cooperative identity, making the case for videos as a powerful way to disseminate research findings with a broad audience, ultimately enabling citizens to be exposed to an alternative narrative to the mainstream.

The paper is structured as follows. Chapter 2 provides an overview of relevant literature. Chapter 3 illustrates the ATW project and chapter 4 provides a focus on the methodology adopted in the project, discussing it in relation to the literature. Finally, chapter 5 draws main conclusions and remarks.

[Extended abstract \(EN\) available](#)

Keywords: cooperative identity, sustainable human development, participatory methods, documentary filmmaking, storytelling

CONSUMER-BRAND RELATIONSHIPS (CBR): An empirical study from an integrative model about internships in a financial cooperative in Brazil.

[Fabrício Henrique de Figueiredo](#) (OCB and Pontifical Catholic University of Minas Gerais, Brazil)

Understanding the attitudinal components of the behavior of cooperative members inserted in financial cooperatives in relation to their brand is essential, as it generates important knowledge about future studies on metrics, strategies and models of loyalty of cooperative members that remain in the membership of financial cooperatives. This study aimed to test an integrative model of relationship stages between members and a financial cooperative brand located in the State of Minas Gerais, Brazil. This study aims to emphasize the relationship between awareness, trust, commitment, value and loyalty to the brand of a financial cooperative. The theoretical framework addressed basic concepts of branding with an emphasis on detailing the knowledge of the brand, trust with the brand, commitment to the brand, brand value and brand loyalty; relevant factors in the relationship of associates with a financial cooperative brand. Finally, a list of attributes was drawn up that integrated a model of relationship stages between members and the brand of a financial cooperative, based on the studies presented by Sreejesh (2014). It becomes relevant to contextualize Brazilian Cooperativism. In Brazil, there are 827 financial cooperatives registered with the Organization of Brazilian Cooperatives (OCB System, in Portuguese), with a total of 10.7 million members, generating 71.7 thousand direct jobs, according to a study published in the Brazilian Yearbook of Cooperatives (2020). In the State of Minas Gerais there are 184 financial cooperatives associated with the Union and Organization of Cooperatives of the State of Minas Gerais (OCEMG System, in Portuguese), with a total of 1.5 million members and 12 thousand employees. The financial cooperative, object of this study, is headquartered in the city of Divinópolis, in the state of Minas Gerais, Brazil and has a total of 14,000 members, operating in 7 cities in the state according to data collected in April 2020. The research methodology included secondary data on cooperativism, presenting a contextualization of the business model and the historical conceptions of cooperativism in the world and in Brazil, then a survey was carried out with the associates, in order to understand the bases of this relationship with the brand of the study credit union. The research methodology included a survey, applied to a sample of associates, in order to understand the fundamentals of this relationship with the brand of the studied cooperative. The results showed good acceptance of the proposed model for the brand of the financial cooperative, validating much of the suggested Consumer-Brand Relations (CBR) scale, identifying antecedents that generate the relationship with the brand and confirming its effects on the brand value for the cooperative member. In the study, "brand awareness" which, according to Keller (1993), refers to a memory in the memory of customers, has a positive effect on "trust in the brand", which is the expectation that the company acts with ethics, honesty and in line with expectations. For Gefen and Straub (2004), trust is essential whenever there is a feeling of uncertainty with the consumer and the need to control the environment. "Trust in the brand", on the other hand, has a positive effect on "commitment to the brand" which, according to Morgan and Hunt (1994), can be understood as the exchange between entities and that a continuous relationship is a determining factor for maintaining the commitment of one party to the other. Trust also has a positive effect on the brand value. Aaker and Joachimsthaler (2000) define the brand value as a set of assets and liabilities linked to the brand name and the symbol that can add or subtract value from a product or service. "Brand commitment" also has a positive effect on "brand value" and "brand loyalty". Oliver (1999) argues that a consumer will only be loyal to a brand if he believes that organizations offer the best choice among competitors and the main signs of loyalty are the ongoing relationship with the company and positive spontaneous references. The study is relevant because the integrative model of internships now presented can be replicated in studies and cooperatives in other countries that seek to maintain and improve their strategies of approach and loyalty with the members.

Keywords: Brand, consumers, cooperative members, cooperatives.

Cooperative Identity and Brand Recognition in Consumer Cooperatives

[Rodrigo Gouveia](#) (CEO, PromoCoop, US), [Manuel Mariño](#) (PromoCoop, Costa Rica) and [Jorge Cabrera](#) (PromoCoop, Costa Rica)

Consumer cooperatives around the world gather more than 75 million members according to data from Consumer Cooperatives Worldwide (CCW). Considering that consumers do not, usually, have to be members of the cooperative to be able to purchase their goods and services, and that consumer cooperatives operate thousands of food shops where daily operations are common, it is safe to assume that they interact with hundreds of millions of consumers around the world every day. Therefore, the way that they promote their cooperative identity, through their brands and commercial communications, can have a big impact on how the general population perceives and understands cooperatives.

The markets where consumer cooperatives operate have very large and powerful multinational brands (e.g. Carrefour, Walmart, Tesco), so the way that consumer cooperatives manage their brands is essential for their economic survival.

Consumer cooperatives, like other companies operating in food retail, are in constant contact with consumers through a myriad of commercial communications such as digital and paper mailings, TV advertising, in-shop leaflets and signs, newsletters, and many others. A particularly powerful and common way to communicate with consumers is through own-brand products and most consumer cooperatives use these to illustrate their cooperative values and principles.

This research will look at the characteristics of consumer cooperatives' brands and their commercial communications with members and consumers at-large, to analyze and identify what are the main aspects of the cooperative identity being conveyed through those brands and communications, if any. It will also look at whether there are significant differences between commercial communications and institutional communications regarding the cooperative identity. The cooperative identity integrates many elements, expressed by the cooperative values and principles. It is reasonable to assume that consumer cooperatives make a choice of which elements can be more effective when communicating with consumers that may not be members or, even if they are, may not be well aware of all the cooperative values and principles. In other words, some of the cooperative values and principles are more likely to be used than others in direct communications with consumers and/or members that only have a general idea of what a cooperative is.

While this may be clearer in own-brand products that use a 'Coop' designation, consumer cooperatives use other own-brands that do not use that designation. This research will also look at whether and how those brands include elements of cooperative identity.

An analysis will be made of whether commercial communications of the cooperative identity, by consumer cooperatives, provide any distinct elements compared to those that can be found in those markets in general and in other brands. For example, if a certain consumer cooperative communicates its identity linked to sustainability, how is this different from other non-cooperative companies in that market? Are there elements, in those communications, that are specific to cooperatives and cannot be 'appropriated' by their competitors?

An important aspect that will be looked at is how consumer cooperatives communicate the advantages of being or becoming a member and what are the concrete benefits that members have in contrast with consumers that are not members.

This research will also look at the use of the global 'coop' brand, including the use of .coop email addresses, by consumer cooperatives in contrast with their own brands - that in most cases are also 'coop' brands but with different design and messaging elements - to see the penetration of the global mark in commercial communications and/or products. In cases where both the global brand and an own-brand are used, it will be particularly useful to see in what ways these combine.

A broad selection of countries will allow a comparative analysis and the identification of eventual patterns of communication and differences derived from cultural and market differences. For this purpose, the research will distinguish between nine regions and select at least two countries per region as follows: South Europe (Italy, Bulgaria, Spain); North Europe (Finland, UK, Sweden); Middle-East

(Israel, Saudi Arabia); Indian Sub-Continent (India, Sri Lanka); East Asia (Japan, Vietnam), North America (USA, Canada), South America (Brazil, Argentina), and Africa (Cape Vert, Mozambique). The choice of these regions and countries is based on the researchers' knowledge of consumer cooperatives and it reflects the regions and countries where there are consumer cooperatives with significant market presence and strong own-brands. In the case of Africa, however, the presence of consumer cooperatives is not significant and the choice of the two countries mentioned above are based on the knowledge that there is an effort to renew and restart the image and brand recognition of consumer cooperatives in those countries, which will be an interesting setting to look at how the cooperative identity is being promoted in markets with low cooperative market share.

The methodology used will consist of desk research of internet sites, publicly available digital archives, review of relevant available literature, and interviews with relevant informants.

The objectives of the research will be to:

- Identify the elements of cooperative identity present in commercial communications of consumer cooperatives;
- Provide a comparative analysis of the way consumer cooperatives are promoting their cooperative identity to members and consumers at-large
- Analyse how cooperative identity can be used as a competitive advantage in markets with the presence of multinational, non-cooperative brands;

[Extended abstract \(EN\) available](#)

Keywords: consumer, identity, brand, cooperative.

“C Day”: the movement that states the power of cooperatives

[Alexandre Gatti Lages](#) (Sistema OCB, Brazil)

The main objective of the survey was to show the importance of the Cooperation Day or the C Day, the movement that express the power of the cooperation on behalf of social changes, through social responsibility voluntary initiatives, performed by the Brazilian cooperatives in the interstices from 2009 to 2020, identifying trends in the number of projects, cities and cooperatives participating, the evolution of volunteers engaged, as well as changes in the number of people benefited. Based on the Sustainable Development Goals (SDGs) of the United Nations (UN), the C Day projects reaffirm the commitment of the cooperation to people, as well as with the transformation of societies, reflecting the contribution of the cooperation to a perspective global, based on sustainability. The research revealed that The C Day project increased by approximately 1,650% its number of cooperatives participating, the number of volunteers engaged increased from 15,752 in 2009 to over 145,000 in 2020, representing an increase of approximately 825%, the number of the projects gained more than 1,945% growth, jumping of 100 in 2009 to over 2,000 by the end of 2020, these projects were carried out in over 1,408 cities throughout Brazil. Since 2009, The C Day has already benefited more than 8 million people all over Brazil. In 2020, The C Day was aimed at actions to combat the problems generated by the pandemic, but it also counted on continued projects in the communities where the cooperatives operate. From north to south, from east to west of the country, examples of solidarity were many, donations of food and equipment protection, health care, financial guidelines, among others were performed showing the strength and the social engagement of cooperatives in fight against Covid-19. The numbers presented and the results obtained in this study demonstrate the magnitude of The C Day, the biggest project of cooperative volunteering of Brazil. It was created to propagating the social role of the cooperatives and reinforcing the values of solidarity and social responsibility, guided by the principles of intercooperation and community interest. The C Day is transforming thousands of people's life and glance: they are starting to glimpse a fairer world, of which they really make part of. The C Day enhance the principles of taking care of people's well-being and certifies that it's possible to ally the economical to the social, proving that simple attitudes move the world.

Keywords: volunteers, solidarity, social responsibility, cooperation, community interest

Coops are cool. Yet youths don't get it!

[Marcelina Kornelia Zjawieńska](#) (Foundation Splot Społeczny, Poland)

Socially constructed, widely shared and ambivalent myths have emerged around the concept of cooperatives during last century in Poland. Spółdzielnie, as they are called, constituted a leading organisational model of the former system of Polish People's Republic and became an integral part of its political and socio-economic scenario. However, ruled and controlled by the government, accompanied by full-blown socialism paradoxes, they drifted far away from their ideological origins of joint ownership, democratic management or voluntary membership. Since that time Spółdzielnie, being an embodiment of communist economy with its low efficiency and facade management, bring to mind endless meetings with no conclusion, at least. If a *persona* of a Spółdzielnia member is there to be constructed, he would be a bellied oldish man in a tweed jacket with a mustachio face and cigarette between his teeth. That perception was, and still is, so firm and common that it found its way into movies and has permanently entered the popular culture canon. The picture of foggy rooms where minor and insignificant issues were discussed endlessly /as the substantial decisions were already made/, is now there forever for the young generation to lean on and reaffirm. Thus, among youths whose narratives depend mainly on mediated resources, Spółdzielnie are primarily and directly linked to the disgraced communist system and perceived as being a sluggish, inefficient and backward relic of a past regime.

[Extended abstract \(EN\) available](#)

Keywords: Identity in construction, social perception, shared narratives, public history, spółdzielnie

Developing cooperative understanding in cooperative organizations

[Gurli Jakobsen](#) (Copenhagen Business School, Denmark)

Keywords: cooperative values, learning and education, social transformation/innovation

1.2. EXAMING OUR COOPERATIVE IDENTITY THROUGH INCLUSIVE GOVERNANCE



Cooperative governance

The Influence of Diversity of Boards of Directors on the Performance of Cooperatives: The Mediating Effect of Conflict

[KANG Hyun-Ju](#) (Osan Social Economy Support Center, Korea), [LEE Sun-Hee](#) (Sungkonghoe University, Korea) and [LEE Sang-Youn](#) (Professor, Sungkonghoe University, Korea)

This study examines the relationship between board diversity and performance through mediating effects of conflict in the consumer cooperatives. The board in cooperatives play a dual role as both stimulating business activity and helping democratically controlled by members. Naturally, we can argue that decision making, policy, and performance would depend on the composition of board. Analyzing 423 questionnaires from 66 local cooperatives, this study shows that the value diversity in BOD has negative effect on the performance which functional background diversity has positive. In addition, task conflict meditates between functional background diversity and performance.

Keywords: consumer cooperatives, board of directors, diversity, conflict, performance

Cooperative identity and humanistic governance

[Sonja Novkovic](#) (Professor, International Centre for Cooperative Management, Saint Mary's University, Canada) and [Cian McMahon](#) (Postdoctoral Research Fellow, International Centre for Co-operative Management, Sobey School of Business, Saint Mary's University, Canada)

Cooperative identity translates into a unique enterprise model with specific characteristics: it is people-centred, jointly owned and controlled by its members; and democratically governed (Novkovic & Miner 2015). Member participation as users (consumers, producers, suppliers, workers etc.), contributors to governance, and to capitalization of the enterprise is an integral part of the business model, while values and principles of cooperation inform the processes of member and stakeholder engagement, and purpose of the enterprise. Cooperative governance ought to reflect the cooperative identity.

The root of most organizational governance systems, particularly in large organizations (including cooperatives), is the assumed separation of ownership and control and the subsequent agency problems (Jensen & Meckling, 1976). Human behavior is assumed to focus purely on self-interest (Ghoshal & Moran, 1996); therefore, the role of the board is to curb opportunistic behavior of managers by monitoring, control, and providing incentive-compatible contracts. The humanistic approach in economics and management is challenging these assumptions (Pirson 2017; Pirson & Turnbull 2011; Lutz and Lux 1988; Lutz 1999). The stewardship theory and stakeholder theory of governance, for example, assume intrinsically motivated human beings, serving all stakeholders (Davis et al., 1997). Stewards focus on total value creation and equitable distribution, and therefore humanistic governance systems are about providing strategic support, rather than hierarchical control (Pirson & Turnbull, 2011). Cognitive limitations of human beings call for network governance and multiple board structures (Turnbull 2002).

Democratic governance in cooperatives lends itself to a humanistic understanding of economics and management, and assumptions about human behavior informed more by stewardship than by agency theories. This is not to deny the broader contextual basis of stewardship behavior, even within cooperatives, nor the potential persistence of at least some form of opportunistic behavior, but it is to point out that the separation of ownership and control is typically much less severe in a cooperative organizational setting, where the member-relationship with the organization implies that control is fundamentally rooted in the one-member, one-vote principle (Eckart, 2009). Humanistic framings can also be constructively critiqued and strengthened through a willing engagement with indigenous thought, which places greater emphasis on the socio-ecological embeddedness of actualizing persons (Blackstock, 2011).

Starting from the premise that the humanistic paradigm and democratic governance in organizations go hand in hand, the paper explores intrinsic characteristics of cooperative enterprises, defined by the Statement on the Cooperative Identity (ICA, 1995), to establish parameters of humanistic governance systems applicable to cooperatives.

[Extended abstract \(EN\) available](#)

Keywords: cooperative governance, humanism, contingent governance

Governance, Management and Identity of Cooperatives in Morocco

[Soufiane Rhazzane](#) (PhD student, Laboratoire de Recherche en Gestion des Entreprises, Ecole Nationale de Commerce et de Gestion d'Agadir, Ibn Zohr University, Morocco) and [Abdelhaq Lahfidi](#) (Laboratoire de Recherche en Gestion des Entreprises, Ecole Nationale de Commerce et de Gestion d'Agadir, Ibn Zohr University, Morocco)

In Morocco, cooperatives are one of the cornerstones of the social and solidarity economy and play a key role in socio-economic development through their values of democracy, sharing, solidarity and mutual aid.

It is true that the Moroccan cooperative sector is undergoing significant development. Nevertheless, it continues to suffer from certain shortcomings, namely governance, identity and the management system of the cooperative. Cooperatives are in fact entities with a specific organisational mode. As a result, they have to balance between two distinct and complementary poles: their identity as a social enterprise and their economic efficiency in the service of their cooperative members.

The study of this question is of interest in more than one respect. For this reason, we will examine the managerial system adapted for cooperative enterprises in a second section, but before doing so, it is appropriate to take stock of the particularities of cooperative governance in the Moroccan context.

[Extended abstract \(FR\) available](#)

Keywords: governance, cooperative identity, cooperative management, work organisation, democracy.

Assessing the linkages between democratic governance and members' participation in cooperatives

[Neha Christie](#) (Tata Institute of Social Sciences, India)

Democratic governance and member participation are very unique characteristics of the cooperative institution that make it truly a collective action. The internal factors responsible for the political environment that promote democratic governance and members' participation are; trust in elected board of directors, assurance of being heard by a collection of knowledge, healthy information exchange and opportunities for representation in decision making. Members' participation is one of the key factors that play a huge role in the success of cooperatives. Governing cooperatives democratically involves policy formation that secures the needs and demands of the members and proper utilisation of their resources. On the other side, the cooperative democratic governance system and member participation also depend on external factors like the capitalist market and the government. The state's role, strategies, implementation process to deal with the capitalist market, the ability of the state to equally distribute resources also affects the performance of the cooperative. In a country like India where a huge population belongs to 'the marginalised' section, true enlightenment can only be brought through their inclusion in the development process with the decentralisation of power. Such an environment can promote institutionalised forms of governance and participation.

This research paper is based on the Indian dairy cooperatives. In the year 2018-19, the growth of the dairy sector in India reached 187.7 MT. At present, India produces more than 20 percent of the total milk production in the world. The per capita availability of milk is 394 gm per day, which makes India a country where the requirement of milk is high. During the year 2016-17, there were a total of 177.31 thousand dairy cooperative societies registered with a membership of 16.28 million farmers. The research paper is focused on the successful dairy cooperatives in the Gujarat state in India. The state owns the roots of the white revolution and world-known milk brand AMUL. In the year 2018-2019, the Gujarat state produced 14493 tonnes of milk per year through its 18,536 village-level dairy cooperative societies with 33,65,442 dairy farmers.

The purpose of this research paper is to assess the governance system of dairy cooperatives through the lenses of democracy and members' participation. It also looks at the cooperative members' benefits, commitment toward cooperatives and the level of ownership they possess. A case study research method has been applied by following the qualitative research methodology approach. It includes primary data collection through in-depth qualitative interviews and Focus Group Discussions (FGDs) and the secondary data collection through the literature review. The samples for the data collection involve the board of directors, secretaries, active and passive members of the cooperative and government representatives. The caste, type of membership, economic status, social status, land ownership and political affiliation, etc has been considered while selecting the samples. The secondary data has been collected from the reports, minutes of the board meeting, cooperative magazines, etc.

The study gains its theoretical perspectives from the institutional theory and the theory of social structure and action. The institutional theory that explains the role of the institutions, governance structure, favourable political environment and necessity to deal with the change effectively. The theory of social structure and action speaks about the social structure, capitalist market, change in the role of the labourers with time, social capital, resource allocation and transformation.

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Keywords: democracy, governance, small farmers, participation, rural development

Inclusive governance and enterprise sustainability: developing new tools for member participation

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This paper seeks to identify and systematize the ways in which inclusive governance within an enterprise can help generate material benefits, such as the development of new products and services or the creation of new networks and partnerships, as well as immaterial benefits, such as an increased sense of belonging and empowerment. The question at the core of the research is thus the way in which an inclusive governance can translate to greater enterprise sustainability, combining economic growth with the primacy of people needs and the generation of social value. It is a question that has become even more pressing in the wake of the COVID pandemic.

In order to address this question, the paper is divided in two parts: the first part investigates – from a theoretical point of view – the importance of participation within cooperative enterprises. The second part, adopting an empirical field-based approach, presents a case study that analyzes the implementation of inclusive governance practices by CAUTO, a social cooperative operating for over 25 years in the province of Brescia, Italy, providing operational and consulting services in the field of integrated sustainability. A social cooperative with 421 workers, 41.9% of which are in work integration projects, and a turnover of approximately 19 million euros, CAUTO has developed and experimented various inclusive governance initiatives and participation mechanisms in recent years, which provide useful insights for the research question.

The multidisciplinary methodological approach used for the empirical part of the research ranges from classical theories used in social research, such as the theory of change and the anthropological participant observation approach, to management theories such as project cycle management and service design. Thus, the case study will include both the analysis of five case histories of participatory projects implemented by CAUTO over the years as well as modeling for purposes of replication in other contexts. In this regard, particular attention will be paid to four essential dimensions of feasibility of effective participation in governance:

- Organizational, through a governance structure that is clear and transparent with regards to decision-making processes and roles, capable of enhancing the collective intelligence of the organization;
- Juridical, with the adoption of appropriate legal forms that allow for professional and transversal skills to be of common value to the entire community of interest;
- Technical, with the presence of leadership that has the necessary skills and sensitivity to facilitate complex processes and empower change agents within the organization;
- Economic, by implementing participatory practices incrementally and through families of related projects, rather than through structured and dedicated programs that can be very costly and not very effective.

Keywords: inclusive governance, participation tools, innovation, service design, sustainability

Measuring Control Mechanisms for Good Governance in Selected Multi-Purpose Cooperative Societies Affiliated to Robi Barga Cooperative Union, West Shoa Zone, Oromia Regional State of Ethiopia

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Cooperative societies employ a variety of governance control mechanism choices (GCMCs) those are the outcomes of control mechanisms which leads to good governance as coop identity to protect themselves against various hazards of changes and reduce conflicts amongst the stakeholders pursuing the maximization of their welfare. In this study an attempt was made to measure control mechanisms for good governance in selected multipurpose cooperative societies affiliated to Robi Barga Farmers' Cooperative Union. This paper therefore, aims at exploring governance practices, assessing the relationship between internal and external control mechanisms and analyzing variables influencing GCMCs. To address these objectives, 150 respondents from 15 cooperative societies of two Districts were selected and collected primary data by administering semi structured interview schedule. The collected data were analyzed using SPSS (version 20) and simple statistics such as; frequency and percentages to describe the result, correlation were used to determine the degree to which the variables were interrelated. In addition, Multinomial logistic regression model was employed to determine factors that influence GCMCs. The findings show that poor application of good governance mechanisms, insufficient stakeholders' participation in governing cooperatives, inefficient committee members and lack of autonomy and independence were found to be the reasons for committee turnover which led to absence of good governance and resulted to increase in the rate of state intervention. The correlation analysis result shows that internal and external control mechanism have significant relationship and it implies the extent to which the external control system influences the activities of cooperatives positively. Finally, the multinomial logistic regression model results show that, GCMCs were influenced by business factors, constitutional factors and management factors. All gaps found would be addressed through collaboration of members, cooperative stakeholders, government and cooperative societies to bring ethical and good governance as coop identity for sustainable development of cooperatives.

[Extended abstract \(EN\) available](#)

Keywords: cooperative identity, cooperative society, governance control mechanism choices, good governance.

Governance codes for hybrid organizations: the case of cooperative enterprises.

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Keywords : governance, code, principles, identity, formalization

Members' participation

Members' Participation in Governance of Agricultural Cooperatives: A Qualitative Analysis in Punjab, Pakistan.

[Munib ur Rehman](#) (Cooperative Societies Department Govt of Punjab, Pakistan)

A Cooperative is a unique business model based on members' participation i.e organized, managed and controlled (governed) by the members. The value of democracy is the core element of cooperative working from the inception of cooperatives. Governance by the members in Cooperatives is exhibited in different ways. Some members participate to the extent of provision of capital, some attend meetings and even go for being in the managing committees and boards. All these participatory aspects on part of members lead to governance of their cooperatives. This gives us inference that Governance, good or bad, is directly impacted by members' participation. In Punjab, a province in Pakistan, agricultural cooperatives are the biggest form of cooperative regime, being 29000+ out of 33000 Cooperatives, in the province. And are contributing significantly towards food security, mitigating population migration from rural to urban, combating unemployment in rural areas by creating earning opportunities in agricultural sector through supply and marketing of agri inputs and outputs and promoting environmental preservations & addressing climate change through cooperatives by patronizing and involving in cultivation, plantation and livestock & dairy development, thus fostering cooperative identity. Without members' participation the initiatives takenup cannot be at their final end. The study in hand will explore the different aspects of participation of members in governing the cooperatives leading to success of these unique organizations and its impact on nurturing the cooperative identity in the business arena. This empirical enquiry, qualitative in nature, employs Focus Group Technique (FGT) and two focus groups FG1 (comprising officers from the Cooperative Societies Department of Punjab) and FG2 (comprising office bearers and members of Cooperative Societies). The participants of both the FGs are selected through purposive random sampling and data so collected will be analyzed thematically using Nvivo V10. The findings of this enquiry will be useful in determining the role of members in governance of Cooperatives, leading improvement & sustainability in the working of agricultural cooperatives so as to be more beneficial to members and will help the policy makers to frame policies which will result in making the cooperatives contributory to national economy at par with their objectives, as well as strengthen the cooperatives movement in the region.

Keywords: Cooperatives, participation, governance

A Study on Participation and Behavior of the Member of Korean Consumer Cooperative - Focused on the role of member's self-efficacy and psychological ownership

[LEE Yena](#) (Team Coach & Researcher, HBM Social Cooperative, Korea)

This study attempts to figure out the relationship between psychological variables of Korean consumer co-operative members and their participatory behavior to suggest marketing communication strategy encouraging member participation and building strong relationship with members. To do this, quantitative data are collected using online questionnaire and analysed. The results show the role of perceived efficacy explaining the voluntary participation behavior of the member and the positive effect of psychological ownership in the relationship between psychological experience and behavior during the members' use of the co-operative. Based on these results, this study suggests several implications for marketing communication applicable to a consumer co-operative in Korea and in general.

[Extended abstract \(EN\) available](#)

Keywords: perceived consumption efficacy of member, psychological ownership, member participation, co-operative marketing communication

“Driving Recovery Through Cooperative Enterprises”

[Fred Sitati](#) (Cooperative consultant, Kenya)

While the cooperative movement continues to play a key role in transforming lives of many across the globe, it is also faced with challenges that stand in its way as it endeavors to survive and thrive during these turbulent times.

The COVID pandemic has posed the greatest challenge to the otherwise stable sector hence the need to do business differently going forward.

The missing link in Africa where I come from (Kenya) is that of weak governance structures that make cooperatives less attractive and competitive.

Specifically, I want to point out that the persons elected to manage these enterprises lack the required competencies and to some extent possess questionable integrity.

While the Cooperative Societies Act, 1997 (Amendment 2004) created supervisory committees to oversight the management committees, cases of misappropriation of cooperatives resource continue being reported thereby tarnishing the image of cooperatives in general.

The creation of supervisory committees was meant to reduce substantially the hitherto extensive government controls of cooperatives.

My considered view is that, much as cooperatives are member-based, member-owned and member-controlled private sector entities, there is need to embrace best practices in governance by introducing Independent Directors who must be professionals and persons of impeccable integrity. Necessary to inspire public or members confidence.

Cases exist where Sacco members in particular has lost their lifelong savings in the (Saccos) that have been invested in projects not approved by the members.

Consequently, the disappointed members opt to seek for financial services from other providers which deals a serious blow to the image of the cooperative movement at a while.

I am sure with the inclusion of Independent Directors who are professionals and command respect in the communities, this will be a game changer in the manner cooperatives move towards professionalization like their counterparts, the companies.

Other considerations to be embraced is to make appropriate amendments to the law to embrace technology in their operations.

All said and done, the appointment of independent directors to boards/committees of cooperative enterprises will ensure that the mismanagement that characterizes many cooperatives in Africa, particularly is done away with once and for all.

[Panel session] Research contributions for the approach of a gender perspective in cooperative and Social and Solidarity Economy organizations.

[Chair]

- [Violeta Boronat Pont](#) (Secretary, Institutional Development and responsible for the Gender Program, Instituto Universitario de la Cooperación, Argentina)

[Panelists]

- [Violeta Boronat Pont](#) (Secretary, Institutional Development and responsible for the Gender Program, Instituto Universitario de la Cooperación, Argentina)
- [Valeria Mutuberría Lazarini](#) (Instituto Universitario de la Cooperación IUCOOP, Argentina)
- [Anabel Rieiro Castañeira](#) (Associate Professor, Department of Sociology, Facultad de Ciencias Sociales, Universidad de la República, Uruguay)
- [Beatriz Schwenck](#) (Doctoral student, Universidad Nacional de Campinas, Brazil)
- [Nadia Esclinda Castillo Romero](#) (Universidad Iberoamericana Puebla, México)
- [Claudia de Lisio](#) (Instituto Universitario de la Cooperación, Argentina / Instituto Nacional del Cooperativismo, Uruguay)

We understand that the approach to gender equity and equality and diversity in Social and Solidarity Economy Organisations (SSEOs), specifically from cooperatives, appears as a favourable space with an important potential in the construction of new horizons of social transformation.

These concepts are inherent to the cooperative movement, and emerge as a kind of implicit agreement among its members, for the benefit of relations of parity, solidarity and respect. However, in practice, these principles are continually under siege by a gender order² structured by hierarchical relations of competition and domination, which condition the cooperative space.

The ways of doing things in cooperatives continue to be androcentric: gender inequality and diversity in the exercise of power in these organisations is one of the greatest contradictions between cooperative theory and practice, weakening their identity.

In this sense, we propose a space for reflection on the co-construction of a more complex and richer vision of the processes of research on the collectives that carry out these activities, as well as on the conditions of domination and the tools that enable the transformation of situations of inequality, addressing the bases of the gaps and inequalities that generate sexism, machismo, discrimination, violence and exploitation.

It should be noted that there is a conceptual relationship between cooperativism and feminism, accepting in advance the internal diversity within each of the movements. Underlying both currents of thought are the concepts of equality and justice, and both aim to limit power relations. In the case of cooperativism, the aim is to transform the power relationship between capital and labour; in the case of feminism, the power relationship between men and women, the gender relationship as a discriminatory and hierarchical category. Both currents of thought also share a direct link with socio-productive movements and practices, from which they emerge and of which they form part.

The relevance of gender studies and women's and diversity struggles in recent years - boosted by the covid 19 pandemic - allows for a broadening and deepening of the link with studies that address cooperative and SSEO identity;

There are different - albeit incipient - interweavings of researchers who address the various issues and generate networks with other associative organisations, such as the gender area of the Network of Universities of Social and Solidarity Economy RUESS GENEROS, Argentina; the Intercontinental Network for the Promotion of the Social Solidarity Economy RIPESS, the Feminist Confluence of the World Social Forum of Transformative Economies FSMET, among others. It is understood that a

² Connell (2018). op.cit

network generated from the space of Researchers in Cooperativism can be nourished by the experience accumulated by this space and, at the same time, value existing productions, fill gaps in thematic lines not yet explored, produce quantitative-qualitative information with a higher level of aggregation than the existing one and promote the subject among its members.

The main objective of the panel is to get to know and reflect on the lines of research developed by universities and research centres and to build a proposal for networking between different entities that contributes to the inclusion of the gender perspective in the dynamics of identity construction of SSEOs.

It will also promote

- Identify gaps in the thematic lines, including the specific approach to gender regimes³ in cooperative organisations.
- To deepen our understanding of the methodological approaches appropriate to the subject matter.
- To encourage the lines of research to provide inputs for the design of tools for the incorporation of the gender perspective in all areas of organisational life, as a transformative practice.
- Promote a network of gender studies focused on cooperative and SSE organisations.

Four universities are promoting this panel: Instituto Universitario de la Cooperación, Argentina; Universidad de la República, Uruguay, UNICAMP, Brazil and Universidad Iberoamericana Puebla, Mexico.

It is expected the participation of researchers from universities, research centres and cooperative and SSEO entities with research projects under development, as well as people interested in this field of research.

[Extended abstract \(ES\) available](#)

Keywords: gender, equity, equality, diversity, researcher network

Actions in Argentina from a gender perspective in the cooperative field

[Violeta Boronat Pont](#) (Secretary, Institutional Development and responsible for the Gender Program, Instituto Universitario de la Cooperación, Argentina)

The objective is to share an analytical map of the training, research and representation actions carried out in Argentina in the cooperative sector and the social and solidarity economy (SSE), from the academic, productive and state fields, united in the purpose of providing a gender perspective in cooperatives and other SSE organisational forms.

The focus will be on the methods of approach, the intersections between actions and fields of intervention, as well as the multiple networks formed. A matrix analysis will allow us to highlight the progress made, particularly in the last decade.

Specifically with regard to research work, we will identify thematic gaps and reflections on appropriate methodologies, noting the complexity of the intersection between gender studies and cooperative studies and SSE organisations; fields crossed by discourses of truth that can obstruct critical analysis, which is essential to support the processes of transformation towards a gender democracy.

³ Connell (2018). op.cit

Women's organisation in the solidarity economy in Brazil

[Beatriz Schwenck](#) (Doctoral student, Universidade de Campinas, Brazil / Université de Paris, France)

This presentation will briefly outline the context of women's organisation in the solidarity economy in Brazil, their economic practices and participation in the social movement, taking into account the close relations between the political, economic and domestic spheres. It is based on an action-research carried out with AMESOL - Association of Women in Solidarity Economy (São Paulo, Brazil), a research practice that allows us to apprehend the tensions inside and outside the organisations and the possibility of perceiving forms, sometimes discreet and indirect, of transformation of the social reality. It is argued that women's solidarity networks in the context of the solidarity economy enable women's participation in and dispute over public and private space, based on the (re)negotiation of economic and gender relations. It also seeks to reflect on the limits of these organisations, especially in relation to the Brazilian state and the possibility for the solidarity economy to ensure minimum material conditions for associated workers.

Gender and feminist perspectives from the different forms that make up the SSE today in Uruguay

[Anabel Rieiro Castañeira](#) (Associate Professor, Department of Sociology, Facultad de Ciencias Sociales, Universidad de la República, Uruguay)

The aim is to analyse the encounters and disagreements between the heterogeneous organisational forms that make up the social and solidarity economy (SSE) and feminisms in Uruguay, contexts taken from the perspective of the sustainability of life as alternative spaces to the hegemonic political economy, centred on capital. To this end, the keys to the debate are presented and the available bibliographical sources and secondary data are systematised in order to present - from a historical perspective - the contemporary global map of the SSE field and feminisms. The configuration of the field of SSE and women is explored, not only by identifying the female composition of the organisations, but also linked to the field of feminism in Uruguay (the debates that have taken place and the conquests achieved), in order to recognise the common proposals that can be elaborated as an alternative socio-economic project, centred on life. Some of the tensions that are taken up from the particularities of the national case refer to the possibilities of democratisation of the spheres of recognition and redistribution as an articulated network or, on the contrary, with relative autonomy.

Social and Solidarity Economy, and the critique of the social division of labour

[Nadia Castillo Romero](#) (Universidad Iberoamericana Puebla, México)

An increasingly frequent and, of course, emerging and relevant question in the literature on Social and Solidarity Economy (SSE) is whether SSE experiences promote and evidence equality and equity between genders, or whether they leave this discussion aside to focus on self-management, cooperation and collective economic welfare without promoting the mainstreaming of the gender approach in the management of SSE experiences.

Therefore, we wonder if the SSE really has a counter-hegemonic proposal that fights in opposition to forms of patriarchal domination, as evidenced by different authors and, on the other hand, how feminist economies approach the SSE with an emphasis on the critique of the social division of labour by gender.

Contributions to the approach of a gender and diversity perspective in co-operative and social economy regulation

[Claudia de Lisio](#) (Instituto Universitario de la Cooperación, Argentina / Instituto Nacional del Cooperativismo, Uruguay)

This presentation aims to reflect on the role of Cooperative and Social Economy Law in mainstreaming gender and diversity.

This branch of law can be conceived as an abstract construction aimed at cooperative people without distinction, as a social product that reflects, affirms, naturalises and reproduces gender inequalities. Equal rights being a guiding principle of action, legal norms must explicitly play in favour of balancing opportunities for human development where asymmetries are present. This is the way to be coherent with the values of cooperation, with its principles, with the *raison d'être* of the creation of a solidarity and humanising project.

This perspective in Cooperative and Social Economy Law is a challenge, because the importance of applying the gender and diversity approach to its development and analysis is still not clearly understood. And it is an opportunity because it allows us to give a more complete dimension to the rules that regulate these forms of organisation, as a tool for change that contributes to the recognition of human rights, reinforcing the sense of the principles of equity, equality and participation.

Information systems for the social, solidarity and popular economy (SSPE) from a gender perspective

[Valeria Mutuberría Lazarini](#) (Instituto Universitario de la Cooperación, Argentina)

The aim of the intervention is to address and reflect on the need and challenges we have in the co-construction of information systems for the social, solidarity and popular economy (SSPE) from a gender perspective. The presentation will first present some studies, articles, reports and documents that attempt to quantitatively and qualitatively measure the sector in Argentina and Our America, in order to situate the debate in terms of data collection and measurement. Secondly, to problematise the gaps on this issue, placing special emphasis on the gender perspective. We will end by mentioning some works, studies, reports produced in organisations of the SSPE as well as in universities that envisage diagnoses and measurements in the sector from a gender perspective.

Gender equality

Gender Participation for Deepening Cooperative Identity- Cooperative Perspectives in India

[Sudha Kornginnaya](#) (Associate Professor, Department of Commerce, Besant Women's College, India)

In India, cooperatives have made good strides in the trajectory of women empowerment across different sectors during different types of crisis such as financial crisis, climate action and COVID-19 pandemic. They have achieved considerable progress in enhancing the status of women and in mobilizing women for socio-economic inclusion and collective entrepreneurship through self-help group initiatives in cooperative landscape. However, gender participation is still not perceived as an 'essence of cooperative identity' and a basic value of cooperation among the leaders of the cooperatives and staff of the cooperative departments (Taimni, 1993). Though committed efforts for gender participation at both Apex and grass root level are compelling, progress in gender parity in leadership and decision making remains sluggish (Azad, 2017; ILOCOOP, 2015; Kornginnaya, 2020).

The cooperative definition, values and principles underlying cooperative identity accord equal rights to control, power and participate in cooperative affairs, bestow equal opportunities to avail services and equitably gain benefits (Azad, 2017; ILO, 2005). But in reality, gender participation is undermined due to prevalence of gender inequalities fraught by socio-economic, cultural and legal barriers on the one hand (FAO, 2017; ICA, 2016) and preponderance of economic objectives over association goals on the other. It is considered as a nominal requirement to meet the compulsion of democracy and as a requirement of law reflecting in the creation of facade of democratic management. The fact is that participation of disadvantaged and deprived women members who would benefit the most from cooperatives for their empowerment are unenlightened, uninformed about cooperative potential and are excluded from participating in cooperative affairs (ICA, 2016; Green, 2014; Kornginnaya, 2015). In view of this backdrop, this study discusses the rationale for gender participation. Based on the empirical survey, it provides an overview of the cooperative interventions initiated to foster the same in the surveyed cooperatives. The study also explains the various challenges faced by the members reflecting in their exclusion and renders some policy implications towards this end.

Design/methodology/approach: The study is both explorative and descriptive in nature and is based on the empirical survey conducted for the minor research project during 2015-2019 (September). Both primary sources of data with field observations and secondary sources of data are used in the study. Descriptive statistics and factor analysis are used for the data analysis. The empirical study is confined to the primary cooperatives working in different sectors in Dakshina Kannada District in the State of Karnataka in India. For the purpose of this study, multi-stage stratified random sampling is used for the selection of area, sectors and units. A total of 100 people inclusive of office bearers and ordinary members are interviewed. However, care was taken to select the representative sample to include gender, literacy, age, occupation and location.

Findings: The paper provides an overview of cooperative initiatives for gender participation at the grass root level in the surveyed co-operatives. The factor analysis has derived four factors that explain the challenges perceived by the respondent members leading to their exclusion, which explain 42.828 of total factor variance.

Practical Implications: This paper provides practioners with an analysis of challenges to gender participation and insights to devise the cooperative interventions to address the same. The findings of this research paper intend to contribute to the advancement of knowledge concerning co-operative identity necessitating the internalizing of the gender concerns in cooperative practices and functions.

Social Implications: Promoting gender inclusion in cooperatives strengthens the cooperative identity and sustainable development of women, potentially providing a cooperative policy rationale for the support of gender participation.

Originality/value: The paper may show how gender participation is key to cooperative identity and the insights offered are likely to be beneficial for the cooperatives' members and the leaders to foster gender inclusive meaningful participation.

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Keywords: cooperatives, gender participation, cooperative identity, women members, interventions

Women's participation in the Brazilian and world cooperative movement

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The history of cooperativism is generally portrayed as a history of inclusion, of the struggle for rights and the search for equality. However, with regard to gender issues, there are no accurate records of women's participation in the construction of cooperativism worldwide. This is nothing new considering that women's participation has been constantly hidden from human history (Saffioti, 2004). However, even if women's participation is not acknowledged, it would be highly unlikely that, at the historical moment when the cooperative movement emerged (during the first industrial revolution, which required massive female labour), women were not involved in the first cooperative experiences (Wirth, 2010).

Accordingly, the aim of this paper is to analyse women's participation in the history of cooperativism worldwide. The methodological process used to carry out this study was bibliographical research through articles, books and specialised websites. Based on the information collected, analyses were carried out in the light of the theoretical references used, in which the trajectory of women's participation in the history of cooperativism and the main international and Brazilian actions that seek to contribute to the reduction of asymmetries in participation between men and women can be understood. As a result of the analysis, it was found that in the international cooperative movement some institutions have stood out in aspects related to women's participation: The Co-operative Women's Guild (CWG), an institution created to expand the co-operative union in 1883, based on the ideas of Alice Acland, published in the Cooperative News newspaper in the "Woman's Corner" section; and the International Co-operative Alliance (ICA) which, despite not having this main function, stands out for sharing the struggles linked to women's rights and promoting actions and programmes in pursuit of gender equality.

Currently, although there are actions in favour of gender equality within cooperative organisations, what was perceived in the research conducted was that, throughout the history of the cooperative movement, gender inequalities have remained almost invisible in the debates of groups linked to the cooperative movement.

In the Brazilian context, international asymmetries regarding women's participation in the cooperative movement are reproduced. However, some organisations linked to the cooperative movement seek, through their actions and programmes, to change the reality as far as gender inequalities are concerned. The contribution of the OCB (Organisation of Brazilian Cooperatives) stands out, which, through its actions, has promoted initiatives aimed at combating inequalities in women's participation in cooperatives. It is also worth highlighting the actions of the Brazilian state which, through public policies, has been developing actions through the Secretariat of Agricultural Development and Cooperativism (SDC), implemented in 2004. The Coopergénero Programme, despite its structural limitations, seeks to contribute to the reduction of gender inequalities in the Brazilian cooperative sphere and to increase women's participation.

In the Brazilian cooperative movement, as in the global cooperative movement, it is possible to perceive the low visibility attributed to women's participation throughout the cooperative movement's history. In Brazil, it is necessary to consider that, at certain times, such as during the period of military dictatorship, the cooperative movement suffered deprivations and the freedom of the population was decimated. In these circumstances, women were the most affected by the military regime.

Beyond the timid initiatives to promote gender equality by international organisations and the representative bodies of Brazilian cooperativism, the academic field also lacks studies that seek to give visibility to women's participation in the construction of the trajectory of Brazilian and world cooperativism. The few accounts of women's participation in cooperativism can reveal how gender inequalities affect women, not only because of the limited presence of women in the public sphere, but also because of the way in which the record of their participation is concealed.

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[Extended abstract \(ES\) available](#)

Keywords: cooperativism, gender, women's participation.

The perception of actors on the role of women's cooperatives in the empowerment of women, case of the Souss Mssa region, Morocco

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The context of women's work is characterised by a certain vulnerability at the global level. Indeed, "women make up the majority of the world's lowest-paid workers and are in the most precarious jobs" (OXFAM, 2017). Women's work is negligible in the majority of cases and consequently underestimated by public policies. Faced with this context, women activists, researchers and policymakers have argued for the integration of women into development issues. Criticising the previous top-down approach, this women's network defends the empowerment approach based on bottom-up initiatives in order to promote development free of all kinds of domination based on gender, ethnicity, social class and nationality.

In contrast to the philanthropic approach of charity and benevolence, the empowerment approach is based on the assumption that individuals and communities can acquire the capacities to act and drive the changes necessary to ensure their well-being through access to and control of resources. Empowerment is therefore a process of acquiring 'power' either at the micro level (individual empowerment) or the macro level (collective empowerment). The concept refers to the ability to act autonomously, the means to do so and the process of achieving this ability to act, either in an individual or in a community.

Considered as the main component of the social and solidarity economy, and having a double economic and social function, the cooperative, called "daughter of necessity" by Charles Gide, is a voluntary association of people whose objective is to meet their economic, cultural or social needs (International Cooperative Alliance).

The entities of the social and solidarity economy, particularly women's cooperatives, constitute privileged spaces for intimacy and solidarity, and even supports for individual and collective empowerment, but also real modes of economic accumulation and access to power (Charlier, 2006; Guérin, 2003).

In Morocco, the new SSE strategy (2018-2028) has set economic and social objectives aimed at improving the socio-economic conditions of women suffering from precariousness. Hence our research question: to what extent does the social and solidarity economy (via women's cooperatives) contribute to the empowerment of women?

To answer this question, we are going to conduct a qualitative exploratory study with different actors involved in the cooperative sector in the Souss Massa region of Morocco.

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Keywords: Social and solidarity economy, empowerment, women's cooperatives, women.

The Role of the Cooperative Identity as a Driver of SDG 5

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Keywords: women, belonging, economy, Brazil, Coopergênero

1.3. EXAMINING OUR COOPERATIVE IDENTITY THROUGH EDUCATIONAL OPPORTUNITIES



Education

The indispensable contribution of managers to the cooperative identity

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The cooperative identity, which brings together the values and principles of the cooperative movement, manifests itself through several spheres such as member participation, the cooperative's commitments in the community, its democratic exercise and its governance, but this identity should also be lived through the human resources that make up this cooperative: The employees of a cooperative, whatever their functions, represent their enterprise, their cooperative, they are the image of the cooperative.

The identity crisis in cooperatives is mainly the consequence of the transformations that cooperatives have had to carry out in order to face economic, regulatory and technological pressures, in order to remain competitive in markets that have become hostile (Daniel Côté), but this identity is also modelled and shaped in daily life and above all by the leaders and managers of the cooperative.

Also, cooperative education is an essential pillar in cooperatives, education, training and information are grouped together in principle #5 of the International Cooperative Alliance, and cooperatives set up education programmes to promote the cooperative model. In concrete terms, these programmes are mainly aimed at an external clientele and potential future members, in order to make them aware of the advantages of the cooperative model.

- What about educating the employees and managers of the cooperative on these same values and principles?
- Do co-operatives ensure that these same training programmes are understood, integrated and reasoned with their own employees, mainly managers, in order to foster the co-operative identity?
- How does the co-operative bring its co-operative distinction and identity to life within its own organisation?

Methodology

As a manager in financial institutions in Europe and Canada for more than 15 years, both in banks and in cooperatives, I have had the opportunity to go through many recruitment and promotion processes for management positions in banks and general management in financial cooperatives. For the latter as well as for the banks, the processes were based exclusively on my past performance and achievements, my future ambitions and my potential to develop my organisation, solely through my results.

This is why I propose to use the concept of competency chart (the DACUM approach) to diagnose the core business of a manager, and thus analyse what should be different in a bank manager versus a financial cooperative manager: To highlight the distinctive knowledge and skills that a candidate for the position of manager in a cooperative should possess.

Objectives

Although we have recently seen a slight change in orientation, the evaluations of managers have always been and still are mainly based on the financial performance of the organisation, and on the achievement of quantitative objectives unrelated to the cooperative identity.

Unpacking what it means to manage the cooperative dimension in a manager's tasks can serve as a reference for determining which indicators should be taken into account when recruiting or evaluating a manager in a cooperative.

Contributions to the research

The leaders of a cooperative, the influencers, are the spokespersons of the cooperative identity within their organisation. Managers do not just monitor results and coach employees, they inspire them. They have a real impact on the image they will have of their employer, in line with the values of a cooperative, they convey a moral image of their cooperative.

By comparing the two realities of similar functions but in very different environments, namely a manager in a share capital company versus a cooperative, and by being able to compare all my experiences as a manager in these two environments, we will be able to provide cooperatives with tools for their future processes as well as for their human resources management.

Finally, a position of manager or general manager comes with expectations from the leaders. On the one hand, there are economic and financial expectations, and on the other, expectations of visibility and community participation. As managers face increasing pressure from the ambiguity of their role and the expectations of their allegiance, there is a need to better define these expectations.

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Half a century of cooperative education. Contributions to a pedagogy of solidarity.

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Idelcoop, a cooperative education foundation, was created in 1973 by the Instituto Movilizador de Fondos Cooperativos (IMFC), a second-tier entity, whose founding objective was to coordinate, promote and provide services to Argentinean cooperative credit unions. The IMFC has been an active member of the International Co-operative Alliance since 1973, but recognised its leadership and disseminated its declarations and documents since its foundation in 1958.

The Foundation was organised to centralise a large part of the educational activities of the cooperative movement represented by the IMFC, but without replacing the responsibility that the leaders of each of the member institutions had to assume in this area.

From the outset, Idelcoop set out to develop training, dissemination, research and technical assistance activities, and to publish a magazine designed as an instrument for rethinking practices, deepening debates and ultimately contributing to critical thinking and social transformation.

This article analyses some particularly significant educational experiences developed by the Foundation with the aim of "Deepening our co-operative identity". These experiences, of course, have always been situated in the socio-economic and political context of Argentina, the transformations that have taken place in the cooperative credit movement and the major guidelines issued by the ICA. On the other hand, we propose to analyse the didactic foundations of these educational experiences, understanding that they can be a contribution to the construction of a pedagogy based on cooperative practices, which contributes with an emancipatory sense to the construction of a culture of participation and solidarity.

Idelcoop begins its activity in a promising political, social and economic context for the country and the cooperative movement. For this reason, the project was framed within a concept that called for "co-operative education for liberation", as stated in the slogan that presided over the first Latin American Seminar on Co-operative Education held in Buenos Aires in 1976 at the initiative of Idelcoop, the Organisation of Co-operatives of America, the National Institute of Co-operative Action and the Co-operative Confederation of the Argentine Republic. In this context, marked by a deep political and pedagogical intentionality, Idelcoop planned its educational activity through practices based on the concept of "popular education" inspired by the contributions of Paulo Freire, stimulating a social practice for the transformation of reality and of the teaching-learning process itself. Lifelong education also appears among the foundations of the planned actions.

There is also a foundational interest - which is maintained over time - in developing new ways of approaching the subjects of co-operative education. In those early years, the so-called "Mobile Schools", educational activities based on the pedagogical techniques of group dynamics, aimed at disseminating the principles and methods of co-operation, stand out.

The 1976 military-civilian coup d'état, which forced the transformation of the credit unions into cooperative banks through a merger process, generated new conditions and educational requirements. In this context, Idelcoop has been carrying out extensive educational work to address the specificity of the management and governance of Banco Credicoop Coop Ltda. through multiple activities aimed at its approximately 8,000 employees and leaders.

In 2007, the Foundation created "Edunet", a virtual distance learning environment, which has enabled it - since 2010 - to develop the "Latin American Distance Learning Programme", which offers university-accredited courses for workers and managers of cooperative entities.

Moreover, taking as specific legislative antecedents the Common Education Act (1884) and the National Education Act (2006) and understanding that school is a field where socially legitimised meanings and practices are disputed, Idelcoop has made available to teachers at all levels and branches of the Argentinean education system, contents, publications and specific pedagogical tools for the teaching of cooperativism at school.

Finally, it should be noted that Idelcoop has made available to Argentinean co-operators, through its magazine and publications, the documentation and debates that have developed over the years on co-operative values, principles and identity. In this regard, and by way of example, it published the first Spanish edition of the report on Co-operative Principles presented at the ICA Congress in Vienna (1966), expressed in its pages the debates prior to the Centenary Congress (Manchester, 1995) and actively participated in the debate on the guidelines for the co-operative decade.

[Extended abstract \(ES\) available](#)

Keywords: cooperative education, popular education, lifelong learning

The teaching of cooperativism and the social and solidarity economy in Mexican universities

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As demonstrated in the works of Melián, Campos and Sanchis (2017); Hernández, Pérez and Rúa (2018) and De la O, Fedorov, Urra and Arzadun (2019), the teaching of cooperativism and the social solidarity economy in universities around the world is recent, has been little explored and has been scarcely developed, and therefore still has an incipient educational offer. In the case of Mexico, over the last four decades, on the initiative of teachers and researchers attached to various public and private universities, different initiatives have been launched to create various study programmes on this important subject, both at undergraduate and postgraduate level. Currently, a total of three undergraduate and five postgraduate programmes (three master's degrees and two doctorates) are in operation in different states of the country, all of which enjoy official validity and institutional recognition from the Ministry of Public Education.

However, establishing and sustaining them has involved overcoming various obstacles, two of which stand out. The first of these is epistemological and has to do with the fact that in most universities, the teaching of economics is based on an episteme focused on making the economic cycle of the capitalist system more efficient, hence its paradigm is orthodox classical and neoclassical economics. For this reason, curricula prioritise technical and quantitative courses, as their educational purpose is focused on responding or adjusting to the needs imposed by the processes of capital valorisation. In this context, universities face the trend of cognitive capitalism which, from the hegemonic thinking of the North, imposes and validates knowledge based on market guidelines, influencing and conditioning the production of knowledge in the South. This is achieved by subjecting the emerging educational models to the prevailing public higher education policies that seek to comply with the parameters established by international indicators and rankings (Hoinle, Flores and Rueda, 2020).

The second obstacle is of a pedagogical nature and is based on the recognition that in order to achieve the expansion of the teaching of cooperativism and the social solidarity economy, it is not enough to create new curricular designs, as it is necessary to start the practice of another education based on cooperation and solidarity in parallel. Therefore, it is imperative to innovate in the use of pedagogical methodologies that make it possible to generate horizontal environments that enable: the dialogue of knowledge, critical reflection, interdiscipline, collective learning, the practice of cooperative values, co-responsibility and the establishment of positive interpersonal relationships between the participants in the educational processes, through the formation of authentic teaching-learning communities.

Thus, the experience of those universities that have designed and institutionalised professional training programmes in this field shows that this has been the result of long processes of work and perseverance. This is because the episteme of cooperativism and the social solidarity economy is based on a counter-hegemonic paradigm to that which is socially legitimised and internationally approved, hence, as Apple (1994) and Giroux (2008) rightly point out, its instrumentalisation requires collective actions of struggle and resistance in order to win a place in the academic life of universities.

Some of the details of this struggle and academic trajectory, as well as the specificities of the educational programmes currently in force, in terms of their institutions of affiliation, start date of activities, modality, number of teachers and students enrolled, number of generations trained, accreditation mechanisms, as well as the preferred pedagogical methodology, as well as the preferred pedagogical methodology they develop, are detailed in the content of this communication, together with some specific recommendations to continue strengthening their influence on the formation of a solid and resilient cooperative and solidarity identity among the young students enrolled in the programmes that are the subject of this reflection.

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[Extended abstract \(ES\) available](#)

Keywords: cooperativism, social and solidarity economy, universities, cooperative identity, teaching and research

MEMBERS' EDUCATION AND TRAINING FOR ENHANCED GOOD GOVERNANCE IN CO-OPERATIVES - Experience from Members' Empowerment in Co-operatives Programme in Kilimanjaro and Arusha Regions, Tanzania

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Being the owners of their organizations, participation of members in co-operative governance can be enhanced through continuous education and training. This paper attempts to contribute to empirical body concerning the contribution of members' education and training in enhancing good governance in co-operatives. The paper centres on practical experience of Members' Empowerment in Co-operatives (MEMCOOP) programme implemented in Kilimanjaro and Arusha regions from 1996 to 2004. Specifically, the paper describes; MEMCOOP organization and implementation; its role in promoting internal and external governance and implementation challenges faced. By design, the paper uses MEMCOOP as a case study where exploratory documentary review of 14 literature works was done using documentary review protocol as a tool. Primary data were also collected from co-operative Board members and experts involved in MEMCOOP using FGD and key informant interviews, respectively. The paper revealed education and training help to empower members by becoming active in governance process, internally and externally. Empowered members were able to lead transformation of their co-operatives and shape the conduct of leaders and staff and overall adherence to good governance practices in co-operatives. However, several challenges faced MEMCOOP implementation including limited institutional support, limited understanding on role of change agents and low interests of change agents on women and youth empowerment in non-co-operative organizations. The paper concludes that education and training is a vital empowering tool to enable members participates in governing their business and protects their interests.

[Extended abstract \(EN\) available](#)

Keywords: co-operatives, education and training, good governance, members, empowerment, MEMCOOP

Envisioning a co-operative future collaboratively: Speculative Fiction as a form of cooperative identity formation

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The cooperative advantage is a nebulous factor often attributed to the longevity and resilience of cooperatives when examination of financial metrics would predict failure. Much of the cooperative advantage can be found in the often unquantifiable arena of interpersonal relationships. The unquantifiable nature of the cooperative advantage also serves as one of the greatest barriers to adoption by those unfamiliar to the cooperative model. Often, proponents of cooperatives use financial projections and economic justifications to recruit new members which undermines the values underlying the cooperative model. Recently, games such as Co-opoly, have introduced this alternative mindset of cooperative success by incentivizing teamwork over individual domination. In this way, players are able to experience decision making processes in a safe and inconsequential setting. Role playing games, or Live Action Role Play (LARP) are other means through which players can experiment with and gain an emotional understanding of the potential dynamics of interpersonal relationships and governance practices of cooperatives. This paper examines the advantages of introducing emotional and experienced based forms of education in order for the cooperative advantage to be truly realized.

[Extended abstract \(EN\) available](#)

Key words: cooperative education, solidarity economy, identity, relationships

Robert Owen: "Pathways to a Co-operative Identity".

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The concerns and challenges faced by the thinkers of "early socialism " in the late eighteenth and early nineteenth centuries are still relevant today. We can say that with greater force, only with variations in their manifestations of exploitation and inequality. For their part, cooperatives in different sectors, heirs to their ideals, do not have solid theoretical references that would allow them to think about a change in the actions of their members and the community, leading to improvements in living conditions and towards the promotion of critical education and a real transformation of our society. Neither do the training processes in co-operative schools, which try to follow the philosophy and principles of the co-operative system, but the only alternative is to replicate a banking, rote education, far removed from a training with a solidarity-based approach that allows for permanent co-operation between its protagonists and the strengthening of the co-operative identity.

The social gaps are increasing; the abandonment of rural sectors with the consequent overpopulation of cities, the permanent movement of refugees between countries, and the various models of modern slavery, are not very different from the scenarios that concerned those social reformers. What were the alternatives proposed by those early socialist thinkers, could they be relevant in our time, are they widespread in cooperative communities internationally, or, on the contrary, did the weak conceptual foundations and the consequent overcoming by scientific socialism render them irrelevant? These, together with other questions, allow us to begin a process of research into alternative solutions to the problems that oppressed the population from the industrial era onwards and which continue today on a larger scale.

The research focuses on one of these early socialists, Robert Owen (1771-1858, United Kingdom). The aim is to identify those thoughts that allowed him to propose as an alternative the permanent search for man's happiness through the encounter with others, education as the main alternative for social transformation and the incidence of social circumstances for the configuration and structuring of individuality.

[Extended abstract \(ES\) available](#)

Keywords: training, solidarity, cooperation, identity, Robert Owen

A study on the alternative ways of developing Cooperative identity education in Covid-19 pandemic crisis - Focus on the cases of the untact education implemented by Seoul Cooperative Support Center

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Research purpose

This research is to show the positive influence of cooperative identity education for cooperative members over business and social performance of their cooperatives. It aims at emphasizing the importance of the education on the cooperative identity.

Research target

300 members of cooperatives set up according to the Framework Act on Cooperative 2012. The cooperatives should have at least 3 years of business in order to measure their business and social performance.

Research method

This research is based on the quantitative research method using the SPSS. To improve the quality of analysis, we conducted surveys before and after the cooperative identity education and try to check the difference between members having the cooperative identity education and those not by the cross-tabulation analysis.

Based on the literature review, we define the level of understanding of the cooperative identity as having three sub-concepts, such as the cooperative definition, cooperative values and cooperative principles.

Although the organizational performance of cooperatives is considered as a multi-dimensional construction, in order to understand how the understanding of cooperative identity influences on the business and social performance, we use the increase of membership, the expendability in the market and the social impact as different indicators to measure the performance.

[Extended abstract \(KR\) available](#)

Keywords: identity, education, organizational performance, member

Cooperative Purpose: The manager's cooperative education as a development of the Cooperative Identity.

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Keywords: cooperative identity, AIO, knowledge management

School cooperative

School Cooperatives as Cooperatives' Nurseries? Cooperative identity at school cooperatives in Croatia

[Davorka Vidović](#) (Assistant Professor, Faculty of Political Science, University of Zagreb, Croatia)

The cooperative sector has a long tradition in Croatia, dating back to the 19th century, when the number of cooperatives reached its peak and cooperatives played an important role in socio-economic protection and development of local communities. However, as in other post-socialist countries, there were similar experiences during the socialist period, when the idea of cooperatives was abused and led to their neglect in the years following the transition. Thus, Croatian society is still characterised by a non-supportive legal and institutional environment and public hostility towards cooperatives. This influenced the slow development of cooperatives in the post-transition period.

This is not the case with school cooperatives, which were institutionalised within the formal education system in the 1950s, during socialism, as a model for extracurricular activities established by schools. The aim of school cooperatives is to give students practical experience by involving them, like "real" cooperatives, in the processes of production, management, marketing, participation, etc. School cooperatives have survived the transition from socialism to market economy. Moreover, their number is constantly increasing. Today there are more than 600 school cooperatives, which means that almost half of the schools (both primary and secondary) in Croatia have founded school cooperatives.

The literature on school cooperatives in Croatia is quite modest and mostly consists of pedagogical manuals or reviews. Some work is based on empirical research on how membership in school cooperatives influences the development of specific skills. The results showed that members of school cooperatives develop skills in the field of social sustainability that include both entrepreneurial knowledge and social sensitivity to social and environmental issues (Tkalec et al., 2013).

As there are no studies on student cooperatives in Croatia, the aim of this work was to provide a deeper insight into school cooperatives, especially into the way they reflect the values and principles of cooperative identity. Furthermore, it should be determined whether they can be called incubators of cooperatives and whether they have an impact on the general recovery of the cooperative sector in Croatia.

The paper presents the results of the research study on school cooperatives, which was conducted in 2018 and 2019. The methodological approach is based on an exploratory approach and combines quantitative methods, such as the analysis of secondary data collected by relevant institutions (e.g., Croatian Centre for Cooperative Entrepreneurship) with qualitative methods consisting of in-depth interviews and focus groups with selected school cooperatives. The convenient sample consisted of 10 school cooperatives and covered 5 regions and the same number of primary and secondary schools. The study applied the ICA concept of cooperative identity as the main conceptual framework, which comprises seven basic principles and ten values. The main purpose of the study was to find out how basic cooperative principles and values had been integrated into work of school cooperatives. The results showed that some cooperative principles, such as cooperative education and democratic governance, are weakly developed in school cooperatives. Overall, some weaknesses in school cooperatives may affect the development of a less developed cooperative identity and lead to less interest in starting a cooperative or participating in a cooperative in adulthood.

Keywords: cooperative identity, education, school cooperatives, cooperatives, cooperative principles

Adolescents realizing the cooperative value by the problem-solving

[HONG Taesook](#) (Teacher, Kyong-in High School, Korea)

This research is about adolescents who grow up through the problem-solving experiences by identifying problems or problematic situation around themselves and by making a team with their friends to deal with them. It finds that adolescents become interested in others, the weaker and the environmental issues and also develop the community spirit and the empathic ability through the problem-solving process together with team members. We believe that the education practicing the cooperative values through the problem-solving is very needed for the Korean education which is currently too much centered on the university entrance examination.

Although the theory education using textbooks is also important, the practical education with experiences outside classroom plays more important role in developing the self-confidence, the empathic ability, the thoughtfulness, the collaborative ability and the problem-solving capacity. These educational elements that adolescents learn by practices through the problem-solving correspond to the cooperative values. Based on the problem-solving capacity, adolescents can create and manage their school cooperatives in finding business items related to them in schools.

Keywords: cooperation, thoughtfulness, empathic ability, community spirit, problem-solving capacity

A case study on the sustainable development education based on the collaboration between school and local community through an energy transition school cooperative

[JEONG Misuk](#) (Teacher, Changduk Girls' Highschool, Korea)

Since 2013, the creation of the first school cooperatives (organic food shop) based on parents which aims at providing healthy food, diverse forms of school cooperatives in which students, parents, teachers and/or local habitants participate together have increased. Among them, a school cooperative in K middle school which aims at making the energy transition in collaboration with the local community was established in 2016 based on the need and plan of school education.

This research is a qualitative case study for understanding the meaning of and lesson from the energy transition school cooperative from the viewpoint of sustainable development education. In using the analytical framework of the collective activity system model from the Cultural-Historical Activity Theory (CHAT), it analyzes the context and objective of the K middle school cooperative, the changes and results of school education activities formed through the school cooperative activities, the barriers and conflicting elements in the cooperative management as well as the learning experiences and changes of participants through their activities.

The process of formation and expansion of the community-school collaboration education is composed of different stages: beginning, with an independent education movement from the local community and teacher; initiating stage for educational collaboration between the local community and school; developing, with the climate and energy education; structurally, consolidating stage of the local community-school collaboration through the creation of school cooperative; extension, with the establishment of solar power generation plant and the education programme on the energy transition for all levels of classes; and spring stage with collective climate action for asking the policy changes concerning the climate change and the ecological education. This periodical division was made based on the analysis of changes and outcomes from the interaction among six factors during the formation and development of school cooperative structures: participants, objective, intermediary tool, role division, rule, and community.

The educational activities of K middle school based on the school cooperative was managed openly not only by members (habitants and parents) but also by all students and teachers who are not members, in the objective of expanding the autonomous and collaborative activities as the extension of the energy transition, social economy and democratic citizen education.

Keywords: energy transition, school cooperative, sustainable development education, behaviour subjecthood of students, school education based on the collaboration between school and local community

Necessity of creating a collaborative governance by enacting law and ordinance on school cooperatives

[JU Suwon](#) (SE Edulab, Korea)

A school cooperative is a cooperative in a school. Based on the ICA definition of cooperatives but with more educational orientation, it can be defined as an educational-economic community for meeting educational, economic, social and cultural needs and inspirations of school members: students, teachers, employees, parents and local habitants). By providing cooperative education and experiences of membership and leadership, school cooperatives play an important role in growing up the future generation in cooperatives.

Whereas some historians mention that the history of school cooperative in Korea might date back to the experiment made by Mr. AHN Chang-ho and a school consumer cooperative in Kyungsoong commercial college in 1946, generally speaking, the case of Pul-moo school in Hongsung county, Chungnam Province is considered as the first school cooperative. The Pul-moo school started its school consumer cooperative from 1969. In universities, university consumer cooperatives have been established since 1988 to manage restaurants, bookstores, and shops.

In terms of governmental regulations, in 1962, the Ministry of education distributed a cooperative model bylaw to help shops and bookstores to be managed in a cooperative form. In 1979, middle schools also could set up cooperatives. However, government-driven cooperatives disappeared in 1980s. Since the enactment of the Framework Act on Cooperatives in 2012, school cooperatives reappeared with the effort of parents who wanted to solve bad food issues in shops in all levels of schools. These school cooperatives mainly based on school shops have been multiplied and after 8 years, its number reached over 130. Its business models have been also diversified with afterschool programme, business start-up programme in professional high schools.

Whereas the government-driven school cooperatives in 1960s had weak autonomy and independence so that they drastically disappeared due to the changes of government policies, the new generation of school cooperatives were driven by private actors such as parents and succeeded in creating a collaborative governance with the Ministry and the education offices in order to be implemented not only in some alternative schools but also in the public school system. The ordinances on the promotion of school cooperatives by education offices were enacted by 10 regional education offices which is more than half of all 17 regional education offices since 2015. Also, the Ministry of Education made a plan for supporting school cooperatives in 2018 according to which the National Institute for Lifelong Education established the Central support center for school cooperatives in 2019.

In this context, this research aims at examining an appropriate direction for developing better governance structure in the field of education by analysing laws and ordinances on school cooperatives. It will examine not only Korean cases but also regulations in Malaysia, France and the UK. For instance, in Malaysia, the government adopted a resolution allowing the establishment of school cooperatives in 1953 and started pilot projects in 9 schools in 1968. From 1971, ANGKASA, the apex organization of cooperatives started supporting school cooperatives so that the division of work was made between the private sector and the government. ANGKASA has developed and provided various manuals and training programmes for school cooperatives. In the British case, with the amendment of the law on education which allowed a school to be established in a cooperative form, the number of school cooperatives reached over 800 at this moment. However, because the law was not specified for school cooperatives, the number was reduced to 500 after changes in the law.

This research will try to propose better strategy for creating a collaborative governance with the Ministry and the education offices to promote school cooperatives.

Keywords: governance, school cooperative, legislation, Ministry of education, Education office

[Panel session] Learning for cooperation: about educational experiences and cooperative identity.

[Chair]

- [Mirta Vuotto](#) (Professor, Facultad de Ciencias Económicas, Director, Centro de Estudios de Sociología del Trabajo, Universidad de Buenos Aires, Argentina)

[Panelists]

- [Adrián Ascolani](#) (Director, Instituto Rosario de Investigaciones en Ciencias de la Educación (CONICET/UNR), Argentina) and [Laura Riberi](#) (Academic and Research Secretary, Instituto Cooperativo de Enseñanza Superior (ICES), Argentina)
- [Oscar Alpa](#) (Universidad Nacional de la Pampa, Argentina), [Marcelo Gallo](#) (Universidad Nacional de la Pampa, Argentina) and [Mariano Glas](#) (Professor, Director GIDECOOP, Universidad Nacional del Sur, Argentina)
- [Griselda Verbeke](#) (Professor, Universidad de Buenos Aires, Argentina)
- [Mirta Vuotto](#) (Professor, Facultad de Ciencias Económicas, Director, Centro de Estudios de Sociología del Trabajo, Universidad de Buenos Aires, Argentina)

Various personal motivations converge in the decision to join a cooperative, which, according to some authors, serve as a reference to identify its members (Mamouni et. al. 2018) and the cooperative experience as a whole.

These include motivation as an investor, which makes it possible to join a cooperative and ensures membership. This is where the surplus resulting from the investment and its strategic implications come into play (Kenkel 2019).

Secondly, motivation is identified as the sponsor of the cooperative enterprise, which is of key importance when it comes to ensuring the sustainability and solidity of the initiative (Kyriakopoulos, 2009). Member loyalty and cooperative presence in the market are relevant aspects taken into account in this area.

From an organisational perspective, the third motivation values the status of the owner who, with a voice and a vote in the association, participates in its democratic governance (Fairbairn 2006). On this level, real and effective democratic control by the members is an essential generic characteristic of the cooperative identity (ICA, 2019) and, as a democratic project, it brings together various conditions that ensure its sustainability (Juban 2019).

Finally, the motivation centred on social commitment, or citizenship motivation, coincides with the contribution that the membership organisation - the cooperative - makes in its community to generate ties of a different nature (Granovetter, 1983), trust (Spear 2012) and the reciprocity necessary for the exchange of mutual benefits.

The above motivations are linked to the constitutive nature of the cooperative organisation: an association of people voluntarily brought together to meet their common economic, social and cultural aspirations and needs, and a collectively owned enterprise in which power is exercised democratically. Effectiveness in performance will be evident when the organisation can respond to these motivations and values, among others, its long-standing and valuable commitment to education, recognised as one of its founding principles.

In these terms, belonging to a cooperative and seriously committing to a cooperative identity can mean a willingness to explore the cooperative model and consider how it might be better and more widely applied (Mac Pherson, 2013). To this end it is appropriate to emphasise the role of education and training as an essential activity for the success and sustainability of any cooperative enterprise" (5th Principle, ICA 1996).

On the basis of the above references, the aim of the panel is to analyse the meaning of educational practices aimed at strengthening cooperative identity and responding to the motivations of cooperative members: whether in their role as investors, sponsors, owners or citizens. In all four cases, the aim is

to explore the importance of these practices in stimulating the identification acquired with certain values, ideas and models in which people recognise themselves and, in so doing, make them constitutive of their own personal identity (Butler, 2010).

The effectiveness of the responses will be considered on the basis of four cases developed in Argentina in the field of higher education, university extension, teacher training, school cooperativism and the production of publishing materials.

The contributions grouped in this panel will make it possible to analyse the meaning of practices in order to highlight the importance of the process of building cooperative identity and to reflect on the nature of individual and social identity (Dubet, 2018) in terms of the dimensions that favour credibility, stability and consensus in the organisation.

In summary, the panel will be structured on the basis of a presentation of the results of the experiences developed in the field of education at the higher and secondary levels, university extension and publishing activity. The aim is to show in each case the way in which the different pedagogical proposals and practices enable the process of building a cooperative identity to be strengthened in order to respond to the motivations of the membership.

From this perspective, reflection and questions will be raised about the meaning of the processes, the scope and effectiveness of the practices, the potential of the instruments developed and their main limitations.

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[Extended abstract \(ES\) available](#)

Keywords: cooperative education, identity, extension, school cooperatives

[Panel session] The institutionalization of cooperative education beyond cooperatives: the case of the creation of Cresol Instituto in Brazil

[Chair]

- [Almiro Alves Junior](#) (Doctoral student, Universidade Federal de Viçosa, Brazil)

[Panelists]

- [Alair Ferreira Freitas](#) (Professor, Universidade Federal de Viçosa, Brazil)
- [Alan Freitas](#) (Universidade Federal de Viçosa, Brazil)
- [José Carlos Vandresen](#) (Cresol Instituto, Brazil)

The constitution of a cooperative education development organization aimed at assisting credit cooperatives linked to family farming in Brazil, is a milestone not only for the constitution of an organization aimed at meeting the needs of creation, content organization, courses and educational tools for these organizations, but also develop the role of preserving the memory of these cooperatives.

The trajectory of the Cresol Institute is confused with the journey of its incubating organizations, which despite being created by a specific social niche (family farming), expands and becomes a bridge builder between the various sectors of society and these organizations. The creation of the Institute arises from the need to appropriate training, management and governance instruments by credit unions, but with the care to adapt them or better translate them into their realities through the lens of their culture, identity and values.

Furthermore, we reinforce the notion that cooperative education has a potential impact on organizations, which can influence from their economic and social performance, organizational and process transparency, through succession planning and innovation mechanisms, among others. In this sense, it becomes relevant to understand the investment of these organizations in setting up a new organization that helps them in this process of investment in education, and in doing so they create an actor capable of developing translation mechanisms that allow them to reduce a potential negative effect of adopt practices and tools developed by other organizational models. This translation process allows for the appropriation of instruments and strategies re-signified by the culture and organizational identity of credit unions linked to family farming.

Thus, this article aims to describe and analyze the institutionalization process of cooperative education of credit cooperatives linked to family farming in Brazil, through the creation of Cresol Instituto. In methodological terms, this study uses a qualitative and quantitative approach and a descriptive and exploratory character, it seems to be appropriate. According to Minayo (2001), the difference between qualitative and quantitative methods is related to their nature. While a quantitative structure seeks to apprehend "visible, ecological, morphological and concrete" phenomena, the qualitative approach focuses on signifying human actions, processes and relationships.

The descriptive character of the research is defined by the interest in describing and producing a reading about the actions, programs and projects developed by Cresol Instituto. The exploratory character aims to identify the factors that produce or that collaborate for the occurrence of the phenomena, which helps to explain the reason and demonstrate the reason for things.

In terms of data collection, this research will be based on the triangulation technique. It allows the use of complementary and relational categories, focusing on the use of several different sources (Yin, 2010). This choice makes it possible to seek a greater understanding of processes and products. The categories chosen to compose the triangulation are: (i) Documentary research; (ii) Application of structured application questionnaires in a virtual environment; (iii) Participant observation in events and courses given by Cresol Instituto.

Keywords: cooperative education, institutionalization, credit, family farming

Youth

Youth and the ICA-EU Partnership: Youth, Equity and Inclusion within the Cooperative Movement with Global Thematic Research on Youth

[Jeffrey Moxom](#) (Research Coordinator, International Cooperative Alliance), [John Emerson](#) (Cooperatives Europe), [Simren Singh](#) (Program Officer, ICA Asia-Pacific), [Melvin Khabenje](#) (ICA Africa) and [Carlos González Blanco](#) (Cooperatives of the Americas)

This extended abstract summarises a recent thematic research publication released in March 2021. Organised into five chapters and presenting a number of practical examples of youth cooperation, the report identifies how support between young people and cooperatives can be improved. The report demonstrates that cooperatives can play a crucial role in solving the challenges of young people, whilst also contributing to the UN Sustainable Development Goals (SDGs). Its five key focus areas are employment, education, inequalities, engagement and civic participation, and entrepreneurship. By improving knowledge of cooperatives, communicating their benefits effectively, and developing democratic and inclusive cultures of cooperation, the cooperative business model can be a truly viable alternative for solving the challenges facing young people today. The research and this abstract are produced in the framework of the ICA-EU Partnership (#coops4dev). External support for the research was provided by the Co-operative College (UK), with conclusions and recommendations developed in collaboration with the ICA Youth Network.

Keywords: education, employment, engagement, entrepreneurship, inequalities, youth,

[Panel session] Collaborate, inspire & engage: Cooperative Identity and principles to unlock youth entrepreneurship

[Chair]

- [Ilana Gotz](#) (Project Manager, Euricse, Italy)

[Panelists]

- [Jeffrey Moxom](#) (Research Coordinator, International Cooperative Alliance)
- [Sarah Alldred](#) (Head of International Partnerships, Co-operative College, UK)
- [José Carlos Ceballos](#) (International Project manager, Centro Internacional Santander Emprendimiento (CISE), Spain)
- [Alexandra Yaghil](#) (Bantani Education, Belgium)

How can we improve the engagement of young people in the cooperative movement and what kind of skills and training are needed to support students for a successful future? How do we support the development and innovation of current and future cooperatives?

These are some of the key issues long discussed among educators within the cooperative movement. But why are cooperatives so lacking in traditional curricula, textbooks and initiatives aimed at promoting entrepreneurship?

The Coops4dev ICA-EU Partnership team recently published a global thematic research report, with the Co-operative College and the ICA Youth Network entitled “Young people and cooperatives: A perfect match?”. The panel will start by discussing some of the research questions posed in the report regarding engaging youth and supporting education and knowledge building. We will then discuss recommendations and good practices for addressing the issues raised in the study, including the perception of the cooperative identity by youth. In particular, we will discuss the European funded projects ECOOPE and Youcoope, designed to address youth unemployment through the implementation of innovative cooperative entrepreneurial methodologies and training courses. Youcoope, currently underway, focuses on training for educators from secondary schools and higher education institutions and combines the principles and values of cooperatives with competences in entrepreneurial education as described by the [EntreComp](#) framework.

As we are seeing in the already promising results of the project, this methodology is of key importance in helping to integrate the cooperative model into curricula and education initiatives, addressing the lack of knowledge about cooperative enterprises and providing the tools and skills for teaching how to run and manage successful cooperative businesses. Complementary to this, the project has highlighted how the cooperative principles, when embedded in the methodologies and content of entrepreneurial teaching, enhance the learning experience and outcomes. There are clear pragmatic advantages to widening the definition of ‘entrepreneurship’ in educational and youth-focused programs to include the cooperative dimension, as well as the potential to inspire learners by providing real world, relevant and practical examples and opportunities for engagement.

As cooperatively run businesses are key drivers of an economic system based on more sustainable and inclusive operating models, they provide a business model that opens the realm of possibilities for new forms of social interaction and job opportunities, contributing to the achievement of the UN Sustainable Development Goals.

Keywords: youth entrepreneurship, education, cooperative values and principles, resilience

1.4. EXAMINING OUR COOPERATIVE IDENTITY THROUGH COOPERATIVE CULTURE AND SAFEGUARDING CULTURAL HERITAGE



History of cooperative movements

Lessons Learned from the African American Cooperative Movement

[Jessica Gordon-Nembhard](#) (Professor, Department of Africana Studies, John Jay College, City University of New York, US)

People of African descent in the United States have a long and strong but largely hidden experience of cooperative ownership since at least the 1700s and have had a quiet presence at times in the U.S. mainstream cooperative movement.

Closely examining African American history, we find that even when Blacks were discriminated against and oppressed at work, or could not find a job, they engaged in economic cooperation and solidarity. Throughout history, the African American cooperative movement created opportunities for Blacks to pool their resources to provide and pay for services they needed but did not have access to otherwise, either due to their masters' control, or exploitative economic systems. During enslavement, Blacks farmed together in small community plots to maintain access to their own fresh food. Some pooled resources to help buy each other's freedom, share land and equipment, or to cover costs of a proper burial for a loved one. African Americans used solidarity for escape (i.e., the Underground Railroad); started independent schools, intentional communities, and mutual aid societies. After emancipation, they continued to practice mutual aid, create intentional communities; and used cooperatives to successfully farm, to run their own cotton mills, to collectively buy equipment and supplies, to provide insurance and health services, and gain access to credit and financial services. Black Americans have retained a sense of humanity and cooperative practice from their African ancestors, and created alternative economic activities that were jointly owned and democratically governed to strengthen their communities and provide for themselves as well as their families. In my book *Collective Courage: A History of African American Cooperative Economic Thought and Practice* (2014) I discuss hundreds of mutual aid societies, and examples of formal and informal economic cooperation, and Black communal towns, from 1780 to 2013. I found over 300 legally incorporated cooperative enterprises owned by African Americans in rural & urban areas North & South, from the mid 1800s to the present.

What can we learn from this co-op history and these experiences? We find that African Americans have used cooperatives for both survival and to gain economic well-being and independence; and that cooperative economics has been a hidden but integral aspect of the long civil rights movement. We learn the importance of solidarity and trust in the sustainability of co-ops; the importance of organizational supports and connections between co-ops, religious and fraternal organizations, organized labor, populism and civil rights activism; how essential education and training are to forming and maintaining co-ops; the crucial role of Black women's leadership in the co-op movement; and the importance of incorporating Black youth into co-ops.

This history helps us to understanding how subaltern populations use cooperative economics to address marginalization, discrimination, and poverty.

[Extended abstract \(EN\) available](#)

Keywords: diversity, solidarity, race, co-op education, Black women

The unknown history of the legal framework of the cooperative movement in Cuba and lessons to be taken into account for its development today.

[Erik Muñoz Maribona](#) (Universidad de La Habana, Cuba)

This article will reveal an unknown part of the cooperative movement in Cuba, namely the existence of a cooperative movement in different sectors of the economy before the triumph of the Revolution. The aim of the article is to assess the historical experiences of cooperatives in the country by analysing the legal framework that existed during the Republican period (1902-1958). A comparative analysis was also made between the Cooperative Law of the Republican period and the current Decree-Laws with the aim of making recommendations to the current legislative framework in order to improve it and promote the development of this sector. The results of this article were obtained through an exhaustive search in the Official Gazette of the Republic of Cuba and a review of archives located in the National Library of Cuba and the Ministry of Labour and Social Security.

[Extended abstract \(ES\) available](#)

Keywords: cooperatives, cooperative legal rules, cooperative movement, cooperative history

[Panel session] The reception of the cooperative identity in Cuba. Antecedents, reality and perspectives

[Chair]

- [Orestes Rodríguez Musa](#) (Universidad de Pinar del Río, Cuba)

[Panelists]

- [Orisel Hernández Aguilar](#) (Professor, Universidad de Pinar del Río, Cuba)
- [Lien Soto Alemán](#) (Universidad de la Habana, Cuba) and [José Manuel Figueroa González](#) (President, International Center for Entrepreneurs in Barcelona, Spain)
- [Yaumara Acosta Morales](#) (Assistant Professor, Universidad de Cienfuegos, Cuba)
- [Deibby de la C. Valle Ríos](#) (Professor, Universidad de Pinar del Río, Cuba) and [José Manuel Figueroa González](#) (President, International Center for Entrepreneurs in Barcelona, Spain)

This Panel presents some of the research results published in issues 14 (2019) and 15 (2020) of the Journal of Cooperative Studies of the University of Deusto, monographs dedicated to the "Potentialities and limitations of cooperatives in Cuba", and offers some assessments and proposals that look at the cooperative identity and the updating of the Cuban socioeconomic model.

It will begin with an introductory presentation on the "**Legal framework of cooperatives in Cuba. Historical tract and current reality**", where the historical tract through which the legal-institutional framework of cooperatives in Cuba has gone through will be assessed, identifying the limitations and potentialities offered to these associative forms in each period. Special emphasis will be made on the current reality, initiated with the improvement of the Cuban economic model, where there is a process of expansion of cooperatives to other sectors of the national economy besides agriculture and livestock. The legal perspectives of this ongoing experimental process will also be the subject of a general assessment, taking into account the latest legislative developments in the cooperative matter, especially the letter of the new Constitution of the Republic of Cuba of 2019 (Rodríguez Musa, 2019).

Due to its transcendence for Cuban cooperativism, as well as its practical importance in the current context, a specific approach will be made on "**Agricultural cooperatives as an indispensable factor for food sovereignty in Cuba**", inasmuch as these associative forms constitute a tool commonly used worldwide to promote integration processes. The decisions made by cooperative societies have been oriented to the execution of integration or concentration processes, being the constitution of second degree cooperatives one of the most common ways. Agricultural cooperatives are enterprises stably linked to the rural territory and the agri-food producer, and in Cuba they exercise leadership in the economy of these areas, contributing to balance, management and rural development. However, they are not exempt from institutional difficulties and practices that conspire against their identity (Acosta Morales, 2020).

Looking fundamentally at the new Cuban non-agricultural cooperatives, a critical approach to "**Good cooperative practices in Cuba**" is now necessary, taking into account that today's society is increasingly demanding of the business fabric, in terms of assuming a social responsibility that goes beyond the strictly economic dimension. In the cooperative field, social responsibility is perceived as an alternative that exalts ethics and cooperative philosophy, in the practice and fulfillment of their principles and values; it has been elevated to the rank of a principle in some legislations such as the Cuban one. Therefore, some examples of good cooperative practices in Cuba are shown, and the need to measure and evaluate the social impact of these organizations is analyzed and concluded with proposals regarding the regulation of the Cooperative Social Balance (Soto Alemán and Figueroa González, 2019).

All of the above provides sufficient basis to diagnose the "**Social perception of members about Non-Agricultural Cooperatives in Cuba**", with special emphasis on one cooperative out of the 12 cooperatives of this type in the province of Pinar del Río. For this purpose, first the theoretical elements related to the processes of perception and social perception are explained, as well as the ways in which the subject has been studied from the cooperatives; and a tour is made through the evolution of non-

agricultural cooperatives in Cuba and the progress of the province of Pinar del Río in the subject (Valle Ríos and Figueroa González, 2020).

Finally, "**Institutional perspectives and practices of cooperatives in Cuba**", this paper aims to analyze some of the institutional and practical perspectives that are open to cooperatives in Cuba in the current constitutional and legal scenario. To this end, the most recent legal and political documents that have been promulgated in the country are taken as a reference. The ideas that are enunciated are based on policies that are directly or indirectly focused on the sector in question. They are the starting point, since they indicate the paths to be followed for their future continuity within the framework of the development dynamics projected in the country. Thus, the impact that these transformations may cause in the short term for Cuban cooperativism is assessed (Hernández Aguilar, 2019).

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[Extended abstract \(ES\) available](#)

Keywords: identity, regulation, good practices, Cuba

[Panel session] The Trajectory and Identity of the Co-operative Movement in Korea: its Challenge and Task

[Chair]

- [KIM Seong Bo](#) (Dept. of History, Yonsei University, Korea)

[Panelists]

- [KIM Changjin](#) (Graduate School of Social and Solidarity Economy, Sungkonghoe University, Korea)
- [KIM Sonam](#) (National Institute of Korean History, Korea)
- [PARK Bonghee](#) (Director, Korea Medical Cooperative Federation, Korea)
- [LEE Kyung-ran](#) (Institute of Korean Studies, Yonsei University, Korea)
- [KIM Yikyung](#) (East Asian Studies, Sungkyunkwan University, Korea)

Co-operative movement has come under the European great social transformation in 19th century and has spread out all over the world till early 20th century with the globalization of the industrial revolution.

On its spreading path, there were dissemination of the European Revolutions, socialistic movement, immigrations, religion missions and colonial rules. Co-operative movement in Korean peninsula has appeared in the colonial age of Japanese imperialism and taken a deep influence from the strong governmental engagement after the independence.

The 100 years history of the Korean co-operative movement since 1919 has shown the trajectory of battling between the people's autonomy and the government's ruling power, and has been the process of pursuing and internalizing the co-operative identity constantly in the course of drastic social change due to compressed economic growth and political turmoil.

Co-operatives in Korea have made small revolutions for improving daily lives with pursuing the co-operative identity and continuing co-operative education to activate its members during its 100 years history, which has shown characteristics of the Korean co-operative development as repeating activities of "vision and challenge" and "counteraction and alternatives" by close interaction with social change.

Several panelists of this session had experience of participation in publishing "100 Years History of Korean Co-operative Movement" in 2019, which included the following four sub-themes as the characteristic of the Korean co-operative movement. We, panelists, want to find out commonalities between the Korea's case and that of other countries, and figure out some implications from those sub-themes.

1. Interaction between social change and the co-operative identity
2. Philosophy of the co-operatives on living, ecology, and life
3. Community and the co-operative education
4. Trajectory and its characteristics of global exchange and solidarity in the Korea's co-operative movement

[KIM Yikyung Extended abstract \(KR\) available](#)

[KIM Changjin Extended abstract \(KR\) available](#)

Keywords: social change, co-operative identity, local community, co-operative education, global cooperation

[Panel session] The role of archives in the evolution, preservation and promotion of cooperative identity

[Chair]

- [Daniel Plotinsky](#) (Idelcoop fundación de Educación Cooperativa, Archivo Histórico del Cooperativismo de Crédito, Argentina)

[Panelists]

- [Liz McIvor](#) (Trust Manager, Co-operative Heritage Trust, UK)
- [Natalia Casola](#) (Archivo Histórico del Cooperativismo Argentino, Argentina)
- [Carlos Daniel Castellar](#) (Centro del Pensamiento Coomeva, Colombia)

The preservation of collective memory in cooperatives is of particular significance if we consider that the preservation, study and re-reading of the experiences produced during their life is an essential aspect of their growth and contributes to the democratic participation of their members. Likewise, the recovery of institutional memory makes it possible to reflect collectively and individually on the past, to recognise oneself with history and to value the present, helping to find values, unfinished projects and a sense of belonging. This reinforces collective identity, while helping to contextualise and de-idealise memories and traditions, making it easier for current and future generations of cooperative members to project the future of their own organisations.

Cooperatives, by virtue of their dual nature as enterprises and social movements, have two memories. One, the official one, corresponds to the set of administrative data that laws and regulations require to be recorded and kept. The other, richer and more significant, corresponds to the life of this social movement, to the how, why and what for of these enterprises.

These memories, like those of most social organisations, have only been partially and unsystematically preserved. The causes are to be found in the economic and political vicissitudes experienced by the institutions, the urgency of everyday life and the absence of a tradition that values the recording of the work carried out.

We agree that "today and in the future, the documentary heritage that a society or an era will bequeath will not be the result of unconscious sedimentation or accidents along the way, but will be, in a way, "constructed" (because) in the process of selection, the main reference is not the document, but human activity" (Wallot, 1995).

Therefore, archives on cooperativism aim to recover, create, organise, digitise, preserve and facilitate access to historical documentation of and about cooperativism.

We believe that the processes developed by different cooperatives, federations and confederations to enhance the value of their historical archives can serve as a working model for the development of similar instances around the world, which recover the memory and identity of the institutional experiences of the social and solidarity economy.

In this way, building an international network of cooperative archives with the support of the ICA would generate synergy by promoting the exchange of experiences and the recovery of various forgotten or unknown processes.

Furthermore, preserving, organising and making available the large amount of existing historical heritage material would make it possible to make the vast and varied experience generated by cooperatives visible to researchers all over the world.

In short, the panel aims to:

- To disseminate and exchange the work experiences of different organisations that preserve historical documentation of the cooperative movement throughout the world.
- To learn about the challenges, achievements and difficulties involved in working with the varied documentation generated by the cooperative movement in its different branches and forms.

- To aspire to the generation of international networks for work, collaboration and the sharing of cooperative archival collections.

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Wallot, Jean Pierre. "Archivística e historia oral en Canadá", en *Historia y Fuente Oral* N° 14, Barcelona, 1995.

[Daniel Plotinsky Extended abstract \(ES\) available](#)

Keywords: historical archives, memory, cooperativism, heritage, cooperative Identity

1.5. EXAMING OUR COOPERATIVE IDENTITY THROUGH PARTNERSHIPS WITH GOVERNMENTS



[Panel session] Co-operative Identity and State Involvement: Seen from the Asian Pacific Cooperative Potential

[Chair]

- [JANG Seungkwon](#) (Professor, Sungkonghoe University, Korea)

[Panelists]

- [Anthony Jensen](#) (University of Newcastle, Australia)
- [KURIMOTO Akira](#) (Hosei University / Japan Co-operative Alliance, Japan)
- [Robby Tulus](#) (Founder & Chief Advisor, INKUR (Federation of People-based Co-operative Enterprises) and NASSEC (National Association of Socio-Economic Cadres), Indonesia)
- [Yashavantha Dongre](#) (Professor, University of Mysore, India / Ritsumeikan University, Japan)
- [Morris Altman](#) (Dean & Professor, Behavioural and Institutional Economics & Co-operatives, School of Business, University of Dundee, UK)
- [JANG Seungkwon](#) (Professor, Sungkonghoe University, Korea)

This panel session is composed of the editors of the newly published book, “Waking the Asian Pacific Co-operative Potential” published by Elsevier Science/Academic Press. We present a synthesis of Asian Pacific co-operatives from various perspectives; political economy, economics, historiography and public policy, while the debates on gender, youth and the Sustainable Development Goals are addressed. The panel also provides an analysis of successful co-operative cases in four sectors: agricultural, consumer, credit and worker co-ops.

This book is a product of the work of 34 academics from the Asian Pacific region. The purpose of this book is to provide a review of how co-operatives across the region have overcome difficulties, succeeded, but also failed, and point the way to the renaissance in cooperative research and analysis. This book offers a thoughtful and well-researched account on how the co-operative model works and what it can contribute to the sustainable development of economy, society and environment. It makes known to the international community the extraordinary successful co-operatives in Asia and Pacific - many of which are not known in the ‘West’ and, indeed, amongst many in the ‘East’.

Asian Pacific co-operatives started under the strong Western influence through colonialization, immigration and knowledge transfer. They evolved in specific patterns, often referred to as the “British Indian Pattern of Co-operation” with strong state intervention. Today, they exhibit huge diversity in size, sector, and stage of development reflecting on the political and socio-economic diversity of the region. The Asian-Pacific co-operatives’ membership have grown to such an extent that their membership is the largest in the ICA; but their share of business remains much smaller than in other regions, as documented in the World Co-operative Monitor. Although there exist a great number of co-operatives, members and employees, they are often regarded as a sleeping giant since they are not thought to be innovative and dynamic and responsive to dramatic changes in the economic and political environment. But there remains a potential for Asian Pacific co-operatives to be a dynamic engine of sustainable and equitable development and growth. But we need to waken this potential and make more people aware of this viable co-operative alternative.

As far as the Co-operative Identity is concerned, there has been a problem of the strong state involvement, that is often compromising the Autonomy and Independence principle. There are some cases in which government support was conducive to the co-operative successes while many cases resulted in failures despite of state sponsorship. There also exist some cases in which co-operatives succeeded thanks to member participation from the grassroot. We need to know the reasons of success and failure from theoretical analysis and case studies.

This session explores how co-operative values and principles are applied to Asian-Pacific co-operatives from theoretical analysis and case studies based on findings of this book in order to contribute to deepen Co-operative Identity.

Key words: Co-operative values and principles, Asia Pacific, state involvement.

[Panel session] Experiences in Co-production of public policies and cooperative identity in the 21st century

[Chair]

- [Claudia Sanchez Bajo](#) (Fellow Researcher, Faculty of Economics, University of Buenos Aires, Argentina)

[Panelists]

- [Sergio Reyes Lavega](#) (Economía Solidaria y Cooperativismo de la UDELAR, Uruguay) and [Danilo Gutiérrez Fiori](#) (Executive Director, Instituto Nacional del Cooperativismo (INACCOOP), Uruguay)
- [Sergio Salazar Arguedas](#) (INFOCOOP / Escuela de Relaciones Internacionales UNA, Costa Rica)
- [Elisa Lanás Medina](#) (Researcher professor, Universidad Andina Simón Bolívar, Sede Ecuador, Ecuador)
- [Claudia Sanchez Bajo](#) (Fellow Researcher, Faculty of Economics, University of Buenos Aires, Argentina)

Central idea of the Panel

This panel proposes to analyse, compare, and draw hypotheses and conclusions on processes and spaces of co-production of public policies related to cooperatives and cooperative identity in the 21st century. The four papers are by academics and three of them are by professionals who are or have been involved in the process of co-production of public policy, two in particular with responsibility for them. The cases are: Costa Rica, Uruguay, Ecuador and Mercosur.

Why does the Panel contribute to the advancement of knowledge about the Cooperative identity?

1. This panel proposes to analyse, compare case studies, and draw hypotheses and conclusions that contribute to a 21st century public policy framework related and appropriate to the co-operative identity.
2. Based on the comparison of practices in countries of the region, such as Uruguay, Costa Rica and Ecuador, this panel proposes to discuss in depth the experiences, with the objectives 2.1) to advance the theory and 2.2) to see how these experiences of public policies work in relation to the cooperative identity, and 2.3) how these processes can serve economic, social and cultural development in a sustainable and inclusive way.
3. Each case may be of interest to public authorities and representatives of cooperative movements engaged in similar processes in other countries and/or regions of the world, to learn about their potential and challenges.

Theoretical, analytical, conceptual and empirical foundations

The overall framework of public policy in the 21st century differs from the classical Weberian model of the industrial period. On the one hand, the public interest would be today as "a collective enterprise involving government and many other actors and citizens as creators of value and co-producers of public outcomes, an idea that is turning public administration on its head" (Bourgon, 2011). Today, and not forgetting the SDGs, the terms co-production, co-construction, co-creation, are commonly used. According to Bourgon, practice has moved beyond the still predominant or almost non-existent theory (Bourgon 2011).

Indeed cooperatives, with their business model based on cooperative identity, are already experiencing this reality with the potential and responsibility that it implies, as for example in Costa Rica since 1973

and Uruguay since 2008. Ecuador has shown political will with its new Constitution, but its progress has been more limited. The case of RECM in Mercosur is an intergovernmental case of co-production in the framework of open regionalism.

Questions guiding the panel on public policies regarding cooperatives:

Based on experience, do they tend the process to co-production and/or co-design or co-construction, according to Bourgon (2011), Vaillancourt (2019), Tremblay et al. (2019)? Bourgon focuses on co-production, while Vaillancourt (2019) distinguishes co-construction from the former in that the former involves actors from civil society and the economy actively from the beginning of the process, both in deliberation and decision-making, on the one hand, contributing to the co-construction of knowledge, and on the other to the co-construction of public policies themselves, which presupposes a clear and transparent methodological framework. Although Vaillancourt suggests that this would encourage a fairer and more equitable outcome, his typology of frameworks (neoliberalism, corporatism and socio-economic solidarity) and impact on public policy requires further elaboration. Tremblay et al., in their review of the literature on co-construction, argue that this can be analysed as 'dispositif' and call for a distinction to be made between technical co-construction and dynamic co-construction (Tremblay et al 2019).

How are the conditions for making public policy in partnership with cooperative actors organised and created? What are the variables and factors that enhance the sustainability and robustness of institutions over time (institutional spaces of co-construction)? If this co-construction is understood as a dynamic space-time of meaning and definition of rules and vision, what are the best indicators to estimate its sustainability?

1. Uruguay

"Created as a non-state legal entity of public law, according to the General Law of Cooperatives 18.407 of 24 October 2008, INACOOOP proposes, advises and executes the national policy of cooperativism. Its objective is to promote the economic, social and cultural development of the cooperative sector and its insertion in the development of the country. Law 18.407 assigns it tasks related to advising the state, promoting the principles and values of cooperation, and creating a national public information system on the sector. "

2. Costa Rica

"The National Institute for Cooperative Development (INFOCOOP) is a public institution in charge of the promotion and development of cooperativism in Costa Rica, since 1973, with its own legal personality and administrative and functional autonomy. According to article 155 of the Law of Cooperative Associations (LAC), the purpose of INFOCOOP is: to encourage, promote, finance, disseminate and support cooperativism at all levels..."

3. Ecuador

Since 2008, under the Constitution of the Republic of Ecuador, the SEPS is in charge of promoting the principles of cooperation, democracy, reciprocity and solidarity in the economic activities carried out by HPS organisations. Although it is not a partner of the cooperative movement, its work is carried out in consultation and contact with the cooperatives.

4. Mercosur RECM

MERCOSUR decided to create the Specialised Meeting of Cooperatives on 10 October 2001, as a body with governmental representation from the four member states and national cooperative sector entities. The institutional framework made it possible to deal with legislative and productive aspects, creating common spaces and resources for the cooperative sector and the states.

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[Extended abstract \(ES\) available](#)

Keywords: cooperative identity, new public policy, co-production

Analysis of Public Policies on Cooperatives in Uruguay: Historical characterisation and impact on cooperative identity.

[Sergio Reyes Lavega](#) (Economía Solidaria y Cooperativismo de la UDELAR, Uruguay) and [Danilo Gutiérrez Fiori](#) (Executive Director, Instituto Nacional del Cooperativismo (INACOOOP), Uruguay)

The intention is to analyse comparable cases of co-management and co-production of public policies in the field of cooperativism and social economy in three countries where the institutionalisation of these policies has been achieved: Costa Rica, Ecuador and Uruguay. In particular, this paper will address the case of Uruguay.

In this sense, within Uruguay, different institutions and public policy processes will be analysed:

- It is proposed to study the situation prior to the innovations made in the first decade of the 21st century and the changes operated, such as the change in the relationship between the public sphere and the cooperative, as well as the internal one at the representative level of the cooperative movement and its consequences at the time of implementing the regulation and institutionalisation of the new National Institute of Cooperativism, INACOOOP, which is a public institution co-partnered with the cooperative movement in Uruguay.
- Analysis of the reaffirmation and/or changes introduced in public policies and orientations in relation to the legal recognition of cooperatives and state control of cooperatives, and their impact on the development of cooperativism. In other words, the impact of the new co-created public policy processes on the cooperative identity.
- Analysis of the evolution of INACOOOP as a space for co-creation: Management since its birth. Lines of continuity of its 4 Boards of Directors (three of the Frente Amplio government and one

led by the National Party). Incidence of the political composition of the cooperative movement and of the respective presidencies.

- Analysis of new sources of funding for cooperative development such as the FUND FOR DEVELOPMENT (FONDES): its potential and limitations.
- Comparison with recent initiatives concerning SOCIAL AND SOLIDARITY ECONOMY: Consequences of the lack of consensus, description, analysis and perspectives.
- This work may be of interest as a valuable experience in the co-production of public policies for cooperatives, both for government and state representatives and for those of the cooperative movement in other countries and regions.

Reference

INACOOOP: <https://www.inacoop.org.uy/>

[Extended abstract \(ES\) available](#)

Analysis of Public Policies on Cooperatives in Costa Rica: Historical characterisation and impact on the cooperative identity

[Sergio Salazar Arguedas](#) (INFOCOOP / Escuela de Relaciones Internacionales UNA, Costa Rica)

This paper analyses the evolution of public policies on cooperatives in Costa Rica. These policies have evolved from the promotion of weak initiatives to meet the needs of social groups, towards actions promoted by the state in the creation of conditions for the development of the cooperative model.

More recently, changes have institutionalised spaces for the co-creation and co-management of public policies between the Costa Rican state and the cooperative movement, which directly defines and executes the actions established for the defence and promotion of the movement in the country.

The National Institute for Cooperative Development (INFOCOOP, online: <https://www.infocoop.go.cr/>) is a product of these public policies around which Costa Rican public policy is articulated. It was created in 1973 with the aim of developing cooperativism at all levels, for which it structures five service areas: Technical Assistance, Financing, Promotion, Cooperative Supervision, as well as Education and Training. This Institute is a decentralised public body and is managed in a co-participatory manner with the cooperative movement, since it has a majority of members on its Board of Directors, appointed for two-year periods in a democratic manner by the movement itself.

INFOCOOP articulates its goals within the framework of the National Development Plan, adding relevant contributions for the country, generating high impact benefits through cooperatives, where statistical records are kept on employment, development, investment, credit and technical assistance.

The aim of this paper is to understand the scope of the policies promoted in different areas of development in the country since the middle of the last century, their impact on the identity and development of cooperatives, as well as the challenges that this area of co-production of public policies imposes in the current reality, which can be a learning experience for other countries that promote cooperativism as a development alternative.

Public policies for the solidarity economy in Ecuador. From non-existence to institutionalisation. Contributions to move towards co-construction and co-production.

[Elisa Lanás Medina](#) (Researcher professor, Universidad Andina Simón Bolívar, Sede Ecuador, Ecuador)

The solidarity economy has been present in Ecuador, mainly through the relationships maintained by members of indigenous communities, since, together with redistribution, it has been the basis of these relationships. However, it gained visibility on the part of the State with the Political Constitution approved in 2008, which states that one of the main objectives of the development regime is to "build a fair, democratic, productive, solidarity-based and sustainable economic system, based on the equal distribution of the benefits of development, the means of production and the generation of decent and stable work"⁴.

Art. 283 EC recognises that the economic system is social and solidarity-based, and is made up of public, private, mixed, popular and solidarity-based forms of economic organisation. This article expressly states that the popular and solidarity economy must be regulated in accordance with the law, and include the cooperative, associative and community sectors. This special attention paid by the State to the popular and solidarity economy reflects, on the one hand, a special interest in this sector of the economy, and on the other hand, the desire to bring together the actors and organisations involved in it, which were previously dispersed.

During the drafting of the Constitution and in the process of creating the Law on Popular and Solidarity Economy, which was published in 2011, some representatives of the actors of the solidarity economy participated, especially from the cooperative sector, which allowed the principles and values that promote this other form of economy to be embodied in both bodies of law.

In Ecuador, however, there is no tradition of participatory management of public services or public decision-making that includes citizens, beyond the electoral processes to elect public dignitaries.

With the experience of having a relatively recent institutional framework and regulations that address the express and differentiated treatment of the solidarity economy in the country, it is important to move towards the co-construction and co-participation of the actors of the solidarity economy in the design, planning and implementation of public policies that concern them.

Indeed, the participation of solidarity economy actors in the construction of public policy, and during its implementation and evaluation, not only produces positive effects on personal and family economies, reduction of unemployment and underemployment, and consequent improvement in the quality of life of the people involved, but also strengthens their identity as partners in an autonomous association, formed to meet needs and aspirations that they share among themselves, through a jointly owned company that applies solidarity and cooperative values and principles in its operation.

Based on an analysis of the public policies that have been implemented in Ecuador to promote the solidarity economy since the Popular and Solidarity Economy Law came into force, this paper seeks to put forward some proposals for involving solidarity economy actors in all phases of public policy that concern them.

[Extended abstract \(ES\) available](#)

Analysis of RECM Mercosur as a Public Policy Space on Cooperatives: Multilevel governance and cooperative identity

[Claudia Sanchez Bajo](#) (Fellow Researcher, Faculty of Economics, University of Buenos Aires, Argentina)

The aim of this proposal is to analyse comparable cases of co-management and co-production of public policies in the field of cooperativism and social economy in three countries where a certain degree of institutionalisation has been achieved: Costa Rica, Ecuador and Uruguay. Although this case is not comparable to one country, the proposal adds the dimension of co-creation of public policies of

⁴ Art. 276.2 of the Political Constitution of Ecuador.

multilevel, intergovernmental and co-participatory governance between nation-states and national cooperative movements, whose action has also been developed within the so-called new regionalism or open regionalism in relation to the European Union. Countries such as Uruguay actively participate in Mercosur's RECM. In other words, cooperatives co-participate in the debate and definition of public policy at various levels at the same time. This co-participation in public policy, as well as the epistemological dimension of the knowledge generated regarding cooperative identity and policies appropriate to that identity, may be of interest to other regions of the world, as well as to governments and cooperative representatives. The authors and the theoretical approach are those outlined in the general proposal as a panel.

The analysis will address

- 1) the motivations in the creation of this public policy space, as well as the open regionalism framework in which it operated: the MERCOSUR Common Market Group created the Specialised Meeting on Cooperatives in 2001, as a body with governmental representation of the four member states, and of the national private cooperative sector entities of each country,
- 2) the practices, products and results of this public policy co-participation space, and its degree of recognition,
- 3) a theoretical analysis to understand whether it has been a matter of co-production, of epistemic or knowledge-generating community, or of legitimisation,
- 4) its degree of sustainability as an experience and the impact of its results, and therefore its possibilities and limitations.

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[Extended abstract \(ES\) available](#)

Public policy

Social and solidarity economy: contradictions of public policies in the transition of the Ecuadorian economic system

[Milton Maya Delgado](#) (Researcher, Facultad Latinoamericana de Ciencias Sociales (FLACSO) Ecuador / Centro Andino de Acción Popular (CAAP), Ecuador)

The social and solidarity economy, as a term that embraces the reproductive rationality of human beings, has been included in the governmental agendas of several Latin American countries in the progressive context. The theoretical postulate of another economy is to change the neoliberal model of development for an alternative model of development. To this end, the state is the governing body of the economy, institutionalising new systems of regulation to legitimise and recognise collective organisations, cooperatives, associations, etc., as the driving force and the main sector for transforming the development model.

In 2007, Ecuador adhered the theoretical guidelines of this economy to its governmental agenda and formulated a new public policy on social and solidarity economy. In 2017, the results in terms of formal and informal employment, according to the ILO, are adverse (prevalence of informal employment and growth of informal employment in the economy). With this background and in the field of public policy analysis, the causal relationship between the adoption of social and solidarity economy objectives, as a trigger (D), and the failure of public policy, as a result (O), is established in order to pose the central question of the study: why does public policy on social and solidarity economy fail in Ecuador, 2007-2017?

To explain the question, the research focused on a realist stance of the Public Policy Design framework of analysis. This framework comprises causally linked entities, which form the theoretical causal mechanism of Policy Design: (D) agenda setting; (A) policy formulation; (B) intersectoral coordination; (C) policy interactions; and, (O) policy outcome. With that understood, the main hypotheses for each entity of the causal mechanism were elaborated: (HD) the government adopts social solidarity economy objectives; (HA) the government formulates a social solidarity economy policy; (HB) the government designs a weak social solidarity economy inter-sectoral coordination mechanism; (HC) the government restricts the participation of non-state actors; and, (HO) the government fails to achieve the intended policy outcomes.

With the process tracing method - a realist (deterministic) approach; the formulation of empirical tests for policy instruments: nodality, authority, treasury, and organisation (NATO policy instruments); the application of Bayes' theorem to assess the confirmation or rejection value of an expected observation in terms of certainty [probability of finding the evidence (e) given the hypothesis (h), $p(e|h)$]; and exclusivity, [probability of finding the evidence (e) given the alternative hypothesis ($\sim h$), $p(e|\sim h)$], the hypotheses of the causal mechanism that explains the failure of the social and solidarity economy public policy were validated.

The evidence found in the NATO policy instruments demonstrates that the Ecuadorian government adopted and adhered social and solidarity economy objectives to an existing institutional market system. It formulated a public policy of social and solidarity economy with the objective of changing the neoliberal model of development for the alternative model of development. However, in 2013, the contradictions between the objectives of the social and solidarity economy policy and those of the market economy, which the government had been experiencing since 2007, materialised. In other words, the public policy of the social and solidarity economy was subsumed under the policies of the market economy, thus hindering the desired institutional change. Furthermore, the hierarchical status of the government restricted the participation of non-state actors of the social and solidarity economy in the political sphere. As a result, the public policy fails to achieve its initial objectives, which were to empower cooperatives, associations, etc. through the state, in order to move towards a social and solidarity-based economic system in which the human being is the end of development.

Finally, the contradiction between the objectives of the social and solidarity economy and those pursued by the market economy make it impossible to move towards an alternative model of development. Development, even if it is labelled as "alternative", remains at its core capitalist. Therefore, in order to transform the market system, which imposes its global hegemony of financial capital on economies, real changes in societal relations are required, not just discursive changes in government agendas.

[Extended abstract \(ES\) available](#)

Keywords: institutional change, human development, Social and Solidarity Economy, policy instruments, Process tracing

Cooperative identity under tension: collective strategies, ‘new’ public spaces, and their influence on Ecuador’s public policy agenda.

[Maria José Ruiz-Rivera](#) (Researcher, Centre of Interdisciplinary Research on Work, State and Society (CIRTES), UCLouvain, Belgium)

In Ecuador, actors vindicating a social solidarity economy—driven by the securitization of people livelihoods, social and environmental purposes—have emerged through historically particular institutional paths: the cooperative tradition, associations supported by the Catholic Church and development-oriented NGOs, as well as more recent expressions embedded in social movements (Ruiz-Rivera & Lema tre, 2017, 2019).

Since Correa’s government (2007-2017), policymakers have formally acknowledged the notion of economic pluralism in the design of the so-called ‘Buen Vivir’ public policies (Vega-Ugalde, 2016). However, the operationalization of its content is played out in a field of tensions between the criteria underpinning the programs that promote a social solidarity economy and the plural operating logics of the target organizations.

Through an inductive approach (documentary analysis, direct observation, and semi-directive interviews conducted with organizations and policymakers from 2015 to 2019), the aim of this communication is twofold. I question, on the one hand, the effects of an emblematic program ‘Inclusive Public Procurement’ on the practices of production, commercialization, management, and governance of producer cooperatives and, on the other hand, whether and to what extent those organizations tackle the pressures of government intervention and how these strategies are determined.

From the results of six in-depth case studies, I argue that the program mentioned above tends to overestimate the inscription of cooperatives in the market —through imperatives of technification, professionalization, among others, according to a formal conception of the economy (Polanyi, 1977)—to the detriment of other logics, such as reciprocity and householding, which shape the identity of the target organizations. Hence, cooperatives tend to homogenize their behavior (institutional isomorphism in terms of DiMaggio & Powell, 1983), which has led to the erosion of substantive economic practices (e.g., specialization vs. diversification of production, capital increase at the expense of work remuneration and social protection).

To cope with these tensions, cooperatives engage in collective action in the public sphere. I thus outline a typology of organizational responses that involve a) adaptation, b) inter-cooperation, and c) resistance strategies by expanding their political participation. Organizations thus can no longer be regarded as passive receptors of institutional prescriptions (Eynaud et al., 2019; Laville, 2005). These results suggest that organizations are likely to interpret, challenge, and transform the formal institutions by their enrollment in public action (Ruiz-Rivera, 2019).

To conclude, I discuss the continuity of these strategies in the current health crisis context due to the expansion of Covid-19. New questions open up: What challenges have arisen for the social solidarity economy in Ecuador during the last year of pandemic, especially for the sustainability of those public spaces created from the Public Procurement experience? Whether and how have organizations reinvented their strategies of political participation as a part of their identity?

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Keywords: Solidarity economy, economic pluralism, public action, 'Buen-vivir' public policies, Ecuador

Policy Systems and Measures for the Social Economy in Seoul

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Seoul that is the capital city of Republic of Korea has played a leading role in the development of the social economy. In this article, we introduce those legal and institutional frameworks and public policies that led the growth and development of the social economy in Seoul. In addition, we examine their achievements and limitations, focusing on the essential components of policy ecosystems for the social economy enabling SEEs (Social Economy Enterprises) to thrive over time, that is, 1) the legal and institutional frameworks for the social economy, 2) social finance and preferential public procurement for SEEs, and 3) education and training to foster social entrepreneurship and 4) raise public awareness of the social economy. Due to the supportive policy measures for it, the social economy in Seoul has grown significantly over the past two decades. Various public policy measures for the social economy have some achievements such as its quantitative growth and more integrated and coherent ecosystems for it as well as some limitations such as distorted distribution of resources in the public procurement and social finance markets. It shows how important it is to ensure the autonomy and independence of the social economy sector.

[Full paper \(EN\) available](#)

Keywords: Social economy, policy system, policy measure, Seoul

U.S. Main Street Employee Ownership Act Implementation by Small Business Development Centers

[Frank Cetera](#) (Senior Business Advisor, Onondaga Small Business Development Center, Onondaga Community College, US)

In the United States of America, cooperatives have generally been relegated to second-class business entity status:

- Being left out of SBA financing loan products (as continued evidence shows when the CARES Act federal COVID-19 appropriations failed to initially account for the unique characteristics of cooperative ownership in access to emergency disaster loans);
- Lacking enabling legislation in many of the 50 states; and
- Having technical assistance provisions limited severely by federal appropriations from within the USDA to cover only a small percentage of the 50 states and territories.

The new models, partnerships, and networks that are emerging show not only promise, but also already existing successes in supporting access to capital, and technical assistance for conversions and cooperative start-ups (and particularly not limiting those to agricultural cooperatives but recognizing the importance of worker-cooperatives in all industries). With knowledge of these models the growing field of cooperative developers, educators, and academics will in turn be able to build upon the successes, learn from the failures, show proof of concept, demonstrate need, and propose the next phase of entrepreneurial networks that will support cooperative business entities.

Almost immediately following the passage of the United States Federal Main Street Employee Ownership Act (MSEOA) in August 2018, alongside excitement from the whole employee-ownership business sector, Small Business Development Center (SBDC) offices and advisors in NY State and across the country started taking action to implement the unfunded mandate of providing educational and technical assistance for cooperatives and employee-ownership. There has been a wide and varied response from different individuals and centers in the SBDC network nationwide to the implementation of the MSEOA; as well as responses from non-profit cooperative development organizations, rural United States Department of Agriculture (USDA) cooperative development centers (CDCs), municipalities/ chambers/ Industrial Development Agencies (IDAs), and the US Small Business Administration (SBA), including a wide range of partnerships and development of new and innovative networks between entrepreneurial developers.

To provide continuing technical assistance on cooperatives and employee ownership for SBDC Advisors and clients, synchronous services and coordination with other academic and non-profit practitioners, and replicable opportunities based on best practices, this submission provides a survey of models, partnerships, and initiatives undertaken across the country between September 2018 through June 2020 - the first 22 months of the Main Street Employee Ownership Act's existence; including a graphical representation of the models using business enterprise architecture diagramming methods and a brief content analysis.

[Extended abstract \(EN\) available](#)

Keywords: SBDC, entrepreneurship, networks, business architecture, MSEOA

The Constitutional Protection of the Forests, Forest Villagers and the Cooperatives in Turkish Law as an Example to Examine the Role of the Cooperatives for a Sustainable Rural Development

[Anil Güven YÜKSEL](#) (Faculty of Law, Ankara Yıldırım Beyazıt University, Turkey)

Sustainable development, as addressed in the 2030 Agenda of the United Nations, as a body of indivisible targets to complete the unachieved works of the UN Millennium Development Goals has accordingly been one of the most important concepts of the 21st century spreading through three fundamental dimensions as economic, social and environmental in order to reach some interdependent and interrelated aims such as ending the *poverty*, preserving the *planet* and *creating an inclusive economic growth* and *social inclusion*. Among these interrelated targets forming in seventeen indivisible main goals, rural development takes its place not only interacting with the ultimate purposes in general, but also being mentioned directly in the second and the eleventh goals in the contexts of *ending hunger* and *inclusive cities* respectively. Rural development, therefore, arising between the economic needs of the people and the physical and social environment of the rural areas is certainly about improving the living conditions, enhancing the economic participation of the community and at the same time operating all these processes in a sustainable way. In this point, cooperatives come into light, on one hand as *democratically controlled enterprises* enabling the rural community to take part in the economic life and in the decisions regarding the natural resources in their living areas as being their unique source of income generally and as civil society organizations protecting the economic and social rights and interests of their members in all stages.

In this article, the possible mentioned role of the cooperatives on a sustainable rural development is examined over the instance of forest villagers and their cooperatives in Turkey considering the specific constitutional provisions on the management of the forests, protection of forest villagers and the cooperatives; since it is seen appropriate to examine the forests as essential rural areas for the economic development as mentioned in the *UN Agenda 21* and also because of the existence of legal material, from regulations to constitutional norms to analyse properly in accordance with the necessity of reviewing or improving the forest-related legislation as stated in UN Forest Instrument of 2018. Therefore, after examination of the sustainable rural development, the role of the cooperatives in economic and social growth and the forests as rural areas with the community live and work there and only; the article investigates the provisions of 169, 170 and 171 of the Constitution of the Republic of Turkey titled as *protection and development of forests*, *protection of forest villagers* and *developing cooperativism*, respectively. By these explanations, it is hoped to analyse the effectiveness of the cooperatives firstly on the opportunities of taking part in the market share for the members of the rural community and secondly on the protection of the lands of forests and the natural sources which should be managed in a good governance including the local community.

[Extended abstract \(EN\) available](#)

Keywords: sustainable rural development, social justice, inclusion, economic participation, Turkish forestry cooperatives

2. STRENGTHENING OUR COOPERATIVE IDENTITY



Recommendations for Strengthening Our International Cooperative Identity

[E.G. Nadeau](#) (Co-Director, The Cooperative Society Project, US)

The announcement for the World Cooperative Congress states that the theme of the Congress is “Deepening Our Cooperative Identity:”

“Looking beyond the COVID-19 pandemic, we look forward to deepening our understanding of how our cooperative identity has enabled us to tackle this crisis and how we will overcome other global challenges like climate change, sustainable development, peace and equality. Together, we can cooperate to create a better, fairer and more inclusive world for generations to come.”
(<https://www.ica.coop/en/events/33rd-world-cooperative-congress>)

In March 2021, I published *Strengthening the Cooperative Community*. This book is based on my 50 years of experience in researching, developing, teaching, and writing about cooperatives.

My proposed paper will provide a brief overview of the book with an emphasis on the 16 recommendations derived from its historical and contemporary analyses of international cooperative development examples. The presentation of the recommendations will focus on measurable, practical actions that can be taken by the international cooperative community by 2030.

The book first presents an historical review that draws lessons from a variety of cooperative sectors including insurance cooperatives that emerged around 1700; grocery, financial and agricultural co-ops that originated in the 1800s; and electricity, worker and social service co-ops that began in the 20th century.

The book then focuses on examples of, and lessons from, my 50 years of experience as a researcher and developer of dozens of cooperative projects in North America, Europe, Africa, and Asia.

The third section of the book describes six “building blocks” of cooperative development that have proven to be key factors in creating successful co-ops and a thriving international co-op community.

The final section presents opportunities for cooperative development in the 21st century that have the potential to generate jobs and services for hundreds of millions of new co-op members and employees.

A key component of the book is 16 recommendations for how co-ops can become an even more dynamic force for positive change that benefits people and the environment in the 21st century. These recommendations, which are the focus of my proposed paper, are supportive of the cooperative identity theme of the World Cooperative Congress.

As Dr. Martin Lowery, Chair of the International Cooperative Alliance’s Cooperative Identity Committee, commented in a review of the book, “E.G. has made a major contribution to the history and future impact of cooperative enterprise while at the same time penning an autobiography of a cooperative life well lived. E.G.’s use of real-world stories makes the global impact of cooperatives tangible and personal for multiple audiences, including experienced cooperators.”

[Extended abstract \(EN\) available](#)

Keywords: cooperative development, co-op identity, recommendations

2.1. STRENGTHENING OUR COOPERATIVE IDENTITY BY TAKING ADVANTAGE OF THE DIGITAL AGE

Digital and technology

Digital Transformation of Cooperatives in India: An Imperative

[Shanmugham D. Jayan](#) (Advocate, Vijayaraghavan and Devi, India) and [Lakshmi A. J.](#) (Assistant Professor, Department of Commerce, Sree Narayana College, University of Kerala, India)

Historians who acknowledge the significant factor theory of the societal growth considers information technology as the significant factor of the present societal changes. On practical front itself it can be observed that the last few decades have brought in substantial alterations to the societal movements and priorities. Information technology and communication technology has coupled itself and has become a disruptive combination and has affected all walks of human existence. The second half of 20th century had introduced the concept of digital electronics and in a fast pace the same has sidelined the analogue version. Technically speaking digital electronics has been the backbone of information and communication technology. The term 'Digital Transformation' is thus used for highlighting the changes made by information and communication technology. Definition wise digital transformation is the incorporation of digital technology into all areas of activities resulting in fundamental changes in how everything operates. In the business perspective it has altered how business operates and deliver values. It is a cultural shift in the way in which the traditional methods of transacting.

The huge potential of digital technology for transforming a traditional landscape stands exemplified by an initiative implemented by a corporate entity in India when it ventured into a business area which was highly depending on agricultural products as inputs. This was implemented by introducing a procuring mechanism which was directly accessible to the corporate entity as well as the agriculturists. An information and communication technology-based system was implemented by it wherein agriculturists were provided with access to computers. This facility was provided at the traditional market locations with someone in charge and farmers being able to identify the requirements. Real time information and customised knowledge enhance the farmers to take decisions and align the farm output with market demand and secure quality and productivity. The farmers benefited through enhance farm productivity and higher farm-gate prices. The corporate entity benefited from the lower cost of procurement despite of giving higher price to the farmers by elimination of cost in the supply chain that was not adding value.

The above attempt was highly successful and was subsequently subject of multiple studies and the same is demonstrating the positive utilisation of digital technologies for transforming a supply chain in a revolutionary manner. It needs to be noted that the transformation was that of a traditional way of doing business and was making root level changes of a community who was not even knowing about information and communication technology. Cooperatives are generally much sought after in sectors otherwise not a priority for other types of economic organisations. In the above example the corporate entity was benefiting itself and was also transforming the existing system and it also resulted in benefit of farmers. This was an isolated example wherein on behalf of a corporate entity lives of rural population was benefited. Cooperatives, in Indian context, are generally focused on benefits for rural India. Cooperatives as well as beneficiaries are generally slow paced in adopting to latest technologies. There is a need to overcome this lethargy and there is requirement to implement information and communication technology benefits in a thorough scale because a digital transformation is capable making a huge impact for both cooperatives and the beneficiaries. The example discussed above stands referred as '*e-Choupal*' and was the initiate of ITC Limited. It was launched in June 2000 and is the largest initiative among all Internet based interventions in rural India and reach out to over 4 million farmers growing a range of crops like soya bean, coffee, wheat, rice, pulses, shrimp etc. in over 35000 villages through 6100 kiosks. The total number of cooperatives in India is more than 0.8 million with a membership strength of more than 274 million. These figures are indicating the potency of proper digital transformation that can bring in and cooperatives needs to transform itself by utilising the potential of information and communication technology to the maximum. There is a huge potential for cooperatives to utilise the benefits of digital transformation and to bring in a positive change in the life's of less prioritised categories. This paper is focusing on the potential of Indian cooperatives in adopting digital technologies so as to ensure the benefits reaches the otherwise deprived categories.

How can platform cooperatives preserve cooperative identity?

[Jl Minsun](#) (Labor Coop Connections, US)

The platform economy is growing, and so are platform cooperatives. The platform economy represents a new economic paradigm in which new digital technologies have forced workers to find jobs through outsourcing platforms or apps such as Uber or Grubhub. An increasing number of companies worldwide are using such platforms as a strategy to grow profits through the labor of contingent workers often classified as “independent contractors” by these companies. Globally, the number of platform companies have risen five times since 2010 and a total of \$119 billion has been invested in platform companies.⁵ The five largest US tech companies using platform workers--Google, Amazon, Facebook, Apple and Microsoft--had a combined market capitalization of \$2.7 trillion in 2021,⁶ accounting for 20 percent of all U.S. market capitalization in 2020.⁷ However, the expanding platform economy has generated a trend of growing monopolies among the largest platform companies. In the spring of 2021, six platform companies in the US dominated one quarter of the US economy.⁸

Workers have been more vulnerable than ever in this new economic paradigm as they are categorized as independent contractors and not regular employees. Platform companies have increasingly used a social distancing strategy to distance the employment relationship between the company and many of its often-scattered workers, thereby undermining standard worker protections such as wage and hour standards, worker’s compensation or unemployment benefits. For example, the popular grocery delivery company Instacart and the Uber ride-hailing company both claim that all their workers are actually independent contractors and thus not entitled to standard worker benefits like health insurance, paid sick leave, or overtime pay. Arguing that they are technology network companies that simply provide a technical platform allowing independent workers to offer their own services, platform companies distance themselves from their employees, and classify most of their workers as independent freelancers.

Platform cooperatives represent an alternative to this kind of platform economy. Platform cooperatives refer to “member owned businesses that use a website, mobile application, or protocol to connect to one another to organize services.”⁹ Globally there were 306 member-owned platform cooperatives as of August 2020.¹⁰ The goal of the platform cooperative movement is to create a different kind of democratic platform economy, where workers can participate in the platform business as co-owners and not as easily exploited, contingent freelancers. The platform cooperative movement also seeks to break market dominance by only a few mega-platform companies, by providing a more equitable and humanitarian alternative. Some of these democratic platform cooperatives have been possible due to partnerships between philanthropic foundations and community organizations which also support this vision.

This paper will address the rise of platform cooperatives as a new innovative business and community development model to respond to the dangers of the platform economy. Among many growing TNCs (Technology Network Companies), this paper focuses on the global impact of Uber/Lyft on the taxi industry and examines an innovative community response represented by a new platform cooperative, Coop Ride, in New York City. Coop Ride was organized in New York City in May 2021 after one year’s preparation to create a different kind of taxi business model. Founders of this platform cooperative came

⁵ International Labour Organization (ILO). 2021. *World Employment and Social Outlook*. P. 30

⁶ Mazzucato, Mariana et al. (2021). Re-imagining the Platform Economy. *The Asset*. February 10.

<https://www.theasset.com/article/42908/re-imagining-the-platform-economy>.

⁷ Fox, Matthew. (2020). Signal for future market returns. (MSFT, AAPL, AMZN, GOOGL, FB). *Market Insider*, April 27. [https://markets.businessinsider.com/news/stocks/sp500-concentration-large-cap-bad-sign-future-returns-effect-market-2020-4-1029133505#:~:text=The%20five%20largest%20stocks%20in,\(Google\)%2C%20and%20Facebook](https://markets.businessinsider.com/news/stocks/sp500-concentration-large-cap-bad-sign-future-returns-effect-market-2020-4-1029133505#:~:text=The%20five%20largest%20stocks%20in,(Google)%2C%20and%20Facebook).

⁸ Alcantara, Chris, Kevin Schaul, Gerrit De Vynck and Reed Albergotti. (2021). How Big Tech got so big:

Hundreds of acquisitions? *Washington Post*, April 21.

<https://www.washingtonpost.com/technology/interactive/2021/amazon-apple-facebook-google-acquisitions/>

⁹ <https://platform.coop/>

¹⁰ Mannan, Morshed. (2020). Everything Old is New Again. 2020 ICDE Fellowship Report. New School, ICDE.

https://ia801707.us.archive.org/9/items/morshed-mannan-single-web/Morshed%20Mannan_single_web.pdf

with deep experience in labor organizing and created a new platform cooperative in which workers could become owners of the business.

Already, 3000 members have joined Coop Rise, and the cooperative has expanded its operations into additional areas of New York. Although it may be too early to diagnose the potentials of newly organized platform cooperatives, Coop Rider has shown many promising points in terms of preserving a strong cooperative identity. One interesting perspective lies in its strong commitment to increasing its connection to other global communities by strengthening networking, collaborating on technology development, and building a sense of solidarity with other taxi organizations. Using the case study of Coop Ride, this paper will examine how cooperative identity can be preserved within a platform cooperative, what kinds of challenges are faced by a platform cooperative, and how those challenges can be mitigated to preserve cooperative identity.

Keywords: cooperative innovation, platform cooperative, platform economy, driver coop, taxi worker organizing

The Pegasus company: an innovative form of cooperation alternative to the dominant paradigm

[Francesca Martinelli](#) (Director, Centro Studi Doc Foundation, Italy)

Although there has been an increase in freelance working across Europe, freelancers have long been excluded from the various support mechanisms afforded to salaried employees. Many therefore experience isolation, precarity, job discontinuity, and even career failure; with undeclared work, skills obsolescence, and ineffective social support being continual pressures. Some of these difficulties are amplified by the advent of the platform economy, where platform workers have entered into the “gig economy”, and have fallen, as have many freelancers, into a grey area within labour law.

In the last 30 years, European workers start to experiment with new forms of coalition and cooperation for workers experiencing these difficulties, such as the model of self-managing platform cooperatives. These cooperatives offer the opportunity for freelancers to become employees of a cooperative, and in this way gain access to social protection mechanisms and become part of the wider labour community, while keeping their autonomy in the business management. This model now operates successfully across Europe and already provides reliable and effective solutions for around 110.000 workers. Some examples are the Italian model for showbusiness workers created by Doc Servizi in Italy, the business and employment cooperative (BEC) in France, the Smart system developed in Belgium and now spread all over Europe.

We metaphorically call “Pegasus company” this evolution of worker cooperatives in opposition to the myths of Silicon Valley and its startups known as “unicorn companies”. If a unicorn company focus all its energy on profits, the Pegasus company used the strength of freelancers’ cooperation to fight economic inequality by enforcing the bargaining power of isolated workers and applying disintermediation to supply chain management building cooperative digital platforms against sharing economy giants’ exploitation (see platform cooperativism).

Concerning the bargaining power, freelancers, if isolated, would not have access, for example, to collective bargaining, but becoming employee of the cooperative, they automatically assume a status that can be represented by unions. However, the classic scheme of representation is overturned, because it is the cooperative itself that gives voice to the perspective of discontinuous workers, who are often difficult to reach by trade unions, and because the double role of worker and members overcomes the classical conflict of common working relationships. In the past few decades, this led sometimes Pegasus companies to play the role of a union for its working members, supporting the recognition of their rights (e.g. Smart with Deliveroo). And during the Covid-19 emergency, in some cases, their role was even fundamental. For example, in Italy, the cooperative Doc Servizi played a key role to support the recognition of allowances for showbusiness workers, usually few unionized.

Moreover, Pegasus companies, experiment with different uses of the technology and platforms intending to improve their organization, services, and activity, and the economic activity of members. Against the outsourcing and dispersive models of a classical digital platform (Deliveroo, Uber, Airbnb), where workers are separated and isolated, they build cooperative platforms that enable the propensity of freelancers to engage in collective actions through the cooperative.

Keywords: self-management cooperative, Pegasus company, innovative worker cooperative, platform cooperativism

Platform Cooperatives: identity building through meta-organizing

[Mélissa Boudes](#) (Institut Mines-Télécom, France), [Muge Ozman](#) (Institut Mines-Télécom, France) and [Cynthia Srnec](#) (Sciences Po, France)

Platform cooperatives are organizations providing online services in diversified sectors ranging from tourism, to carpooling through food short circuit, and relying on profit-limited organizational forms and more specifically on the cooperative model. This model has been gaining importance during the recent years. It represents a means to attain social objectives through economic sharing of activities accompanied by a democratic governance (Compain et al 2019, Scholz, 2016; Scholz & Schneider, 2017). In this sense, we consider platform cooperatives as hybrid organizations combining different institutional logics (Battilana & al, 2017) from the private sector (considering the development of digital platforms), the public sector (pursuing general interest) and the social and solidarity economy, and more specifically the cooperative movement, (democratic governance, community interest, collective ownership, etc.). They face economic and social challenges but also organizational: how do they build their own identity at the crossroad of the different logics and social movements such as open source, commons, and sharing economy?

The challenges of building hybrid identity are numerous from value clashes between members to reduced legitimacy and divergent expectations from the various audiences (Battilana, 2008).

Platform cooperatives can draw on the cooperative movement long history and strong identity but they also challenge them by adding a digital dimension carrying its own identity.

Although cooperative movement and its long history represent an important resource, we do not know how platform cooperatives draw on the foundations of the cooperative movement to build their identity (Pinch et Bijker, 1987).

This paper focuses on the construction of cooperative platforms identity. We studied the case of “Platforms in Commons” (“Plateformes en Communs” in French) a meta-organization promoting platform cooperatives in France. This meta-organization was created in 2017 as a working-group of a nonprofit organization, *Coop des Communs*, gathering scholars and activists of the Social and Solidarity Economy and the Commons movements. It represents 15 French platform cooperatives and it participates in several international networks of social and solidarity economy, commons and public organizations.

We present the results of a research which started in 2018 in Paris. Our case study is based on a variety of qualitative data. The data was collected by participant and non-participant observations of gatherings and public events and by the collection of archives and public information.

The three main objectives of this meta-organization are: (1) to identify the main issues encountered by the alternative platform entrepreneurs and search for collective solutions; (2) to build a shared identity and (3) to advocate and represent them in front of policy makers and funders.

Its goals and regular links with the global community of platform cooperativism motivated the board to promote the notion of “Platformcoop” as an international label-identity. As this movement is quite new there are meetings and discourses where identity is a reiterative issue that demands institutional work (Lawrence & Suddaby, 2006).

We first review the identity markers as events and people. Furthermore, we observe the variety of meanings and the common definitions that the actors bring together. In particular, our paper provides insights about the construction and expansion of the cooperative identity as an inter-organizational action among different stakeholders involved in the French platform cooperativism movement. By doing so, it expands both the literature and practices of cooperatives and the new institutional literature focusing on identity (Rao, Monin & Durand, 2003).

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Keywords: networks, entrepreneurship, platforms, innovation, cooperatives

Together Again: The Role of Cooperatives in Bridging the Digital Divide

[Guido Rojer, Jr.](#) (University of Curaçao, UNED)

This paper aims at identifying opportunities by which Cooperatives in Small Island Developing States (SIDS) can bridge the Digital Divide (DD) among its members, through its own digital transformation. Cooperatives have typically been absent in pioneering digital transformation. According to the Cooperative Principle of Education Training & Information, Cooperatives have the opportunity to bridge the DD through programs targeted at their members. This paper proposes, deriving from stakeholder theory, that Cooperatives can include members in their digital transformation process, whereby members familiarize with the digital environment. In this process cooperatives create growth opportunities through more productive members, in closing the DD (Pouri & Hilty, 2018), as members access the network economy on the long run.

2.3. STRENGTHENING OUR COOPERATIVE IDENTITY BY HAVING A STRONG ENTREPRENEURIAL NETWORK



Cooperative Identity and Integration for Sustainable Development in the Mexico, Central America and the Caribbean region.

[Juan Rodolfo Mauricio Rios Baez](#) (Area de Investigación y Análisis Cooperativo de la Confederación Nacional Cooperativa de Actividades Diversas de la República Mexicana, Mexico)

The Latin American history of the cooperative movement will have its roots in the 19th century in parallel to the events that were taking place in Europe in the same way. Two territories that will have different destinies, in one the empty spaces and their natural wealth; in the other, the European one, industry and the global capitalist economy were developing. In this history, the workers have the guideline to concretise the means of their property and above all the way to cover their immediate needs. The socialisation of poverty and inequality will initially lead workers to find in cooperation their immediate way of covering their needs. In a second moment, the association or the inter-cooperative relationship will come on the one hand, the confederations and federations, on the other hand, and finally the formation of an international organisation, the International Cooperative Alliance.

In the 21st century, things have changed with regard to integration or the inter-cooperative relationship. Regional Confederations cover practically the entire American continent. This is the case of Central America and the Caribbean, as well as Mexico. The Confederations of both territories cover the diversity of cooperative economic sectors, as well as a set of members that add up to thousands of individuals working in a cooperative. The proposal is to form a model of integration or inter-cooperatives in both territories. With the aim of covering and generating social, economic and cultural conditions, from cooperative enterprises. An integrated cooperative economy.

Summary: 1.- Territory. Space and identity. Covering needs; 2.- Cooperatives originating in Latin America in the 19th century; 3. Designing a proposal for Central America-Caribbean-Mexico Cooperative Integration.

[Extended abstract \(ES\) available](#)

How (not) to build strong cooperative entrepreneurial networks: Deepening autonomy and organizational learning in (worker) cooperatives

[Orestis Varkarolis](#) (Nottingham Trent University, UK)

Keywords: action science, organizational learning, autonomy, innovation, cooperative networks

2.4. STRENGTHENING OUR COOPERATIVE IDENTITY BY MEETING FUTURE CAPITAL NEEDS



Capital and surplus distribution

Demutualization, Member Control and Financial Performance of Co-operatives in Kenya

[Mary Njoki Mbugua](#) and [Kennedy Munyua Waweru](#) (Co-operative University of Kenya, Kenya)

The 20th century has witnessed technological development, globalization, consumer behaviour change. This resulted in co-operatives shifting from production-based to market-led strategies which tend to be capital intensive (Bekkum & Bijman, 2006). Co-operatives face increased survival challenges in the growth process. Specifically, concerning issues of financial management such as how to acquire and redeem the equity capital of members. The two have been identified as the main factors constraining the sustainability and growth of co-operative enterprises (Staatz, 1987; Cook, 1995). There are three key characteristics of a co-operative: user-owned, user control and user benefit (Barton, 1989). Therefore, the conventional ownership of a co-operative is based on user transactions and not capital investment. Exercising control is based on membership applying the one member one vote practice regardless of their shareholding in the co-operative and sometimes it may be a restricted model of proportional voting (Bekkum & Bijman, 2006). To adapt to competitive pressures and improve financial performance, co-operatives modify their conventional finance principle of member economic participation (Cook & Chaddad, 2004). This principle states that members should democratically control and contribute equitably to a co-operative's capital and a portion of the capital contributed should be common co-operative property (ICA, 1995). The degree by which co-operatives modify this identity principle has an impact on the financial structure moving from the collective to the more individual like structure exhibited by investor-owned firms (Kalogeras, Pennings, Dijk & Lans, 2007; Benos Kalogeras, Verhees & Pennings, 2009). Conflicts of interest also emerge when members shift from common user interest to hidden or open non-entrepreneurial personal benefits (Bekkum & Bijman, 2006).

Demutualization involves a change in the ownership structure of user-owned and user-controlled organizations from a co-operative mutual status to a for-profit, proprietary organization (Chaddad & Cook, 2007). It separates the member ownership and control rights within a co-operative (Woodford, 2008). Locally in Kenya, demutualization process was aided by the suitable legal framework where certain co-operatives have operated on dual-registration regimes as both co-operatives and companies. While this practice served its purpose operationally, it ended up causing regulatory challenges and infringed on members' rights of participating in decision-making. Besides, some co-operatives have already demutualized (Ministry of Industry, Trade and Co-operatives, 2017). Co-operatives in Kenya that have demutualized have adopted the hybrid model which incorporates the capital raising aspect of IOFs while preserving the cooperative identity. These organization structure combines for-profit with non-profit organizational features, resulting in a state of continuous duality, conflict of goals and values as hybrid organizations (Battilana & Schroter, 2012).

We delve into this dilemma by examining how demutualization affects the relationship between member control and financial performance in the context of Kenyan co-operatives. In particular, we seek to:

- 1) Determine whether a relationship exists between member control and financial performance of co-operatives in Kenya and,
- 2) Provide key insights into the influence of demutualization on this relationship.

The influence of demutualization on member control and financial performance of co-operatives has led to significant research attention on the various motivations and outcomes of demutualization and what it means concerning the co-operative identity. Gijssels and Develtere (2008) cite five big co-operatives all over the world who did not demutualize nor depart from their co-operative values, principles and strategies while pressures from the market for demutualization intensified. In lieu the organizations transformed such that their co-operative mission and identity were renewed (Gijssels, Develtere & Raymaekers, 2007). These contradict Marinakos, Daskalaki and Ntrinas (2014) who suggest that change is inevitable in the quest of success this is in their Greece study based on pharmaceutical co-operatives. We therefore ask: can co-operatives retain their identity in the process

of repositioning themselves in the presence of growing market demands? Secondly, should co-operative solutions be sought to avoid demutualization or is it an inevitable change?

[Extended abstract \(EN\) available](#)

Equitable redistribution in rural cooperatives in Central America

[René Mendoza Vidaurre](#) (Research associate, IOB-Antwerp University, / collaborator, Wind of Peace Foundation and member, COSERPROSS coop, Belgium)

Keywords: redistribution, agricultural coops, central American countries

Measuring Equity Value for Cooperatives using Option Pricing Model

[KANG Do-Hyun](#) (Sungkonghoe university, Korea) and [CHOI Woosuk](#) (Sungkonghoe university, Korea)

Keywords: cooperative equity valuation, Black and Scholes model, Option pricing model

[Panel session] Cuban cooperatives experiences from the organizational, rural youth, economic and financial perspective

[Chair]

- [Erik Muñoz Maribona](#) (University of Havana, Cuba)

[Panelists]

- [Erik Muñoz Maribona](#) (University of Havana, Cuba)
- [Arianna Beatriz Hernández Veitia](#) (Central University “Marta Abreu” de Las Villas, Cuba)
- [Carlos Alberto Catá Hernández](#) (Arqdecons Cooperative, Cuba)
- [Damaso L. Hernandez Torres](#) (Damaso Cooperative, Cuba)
- [Mary Karla Almeida Leyva](#) (University of Havana, Cuba)
- [Alberto Fernandez Solá](#) (University of Havana, Cuba)
- [Priscilla Loret de Mola Gutiérrez](#) (University of Havana, Cuba)

The panel will explain in a general way the updates on Cooperativism in Cuba, having as its central axis the experiences of different types of cooperatives (Agricultural Cooperatives and Non-agricultural Cooperatives), this distinction is made due to the tradition that exists in Cuba on the agrarian processes. Then experiences and good practices will be shown in both types of cooperatives in the western and central regions of the country.

Taking into account the importance of cooperative processes, both the state sector and the non-state sector have agricultural areas of which they have the responsibility of promoting their productions, the Cuban agricultural area is 10,988.4 hectares, of which the state belongs 6,168.8 hectares and the non-state sector owns 4 819.6 hectares. The role of the associates and partners of the three cooperative organizations that exist in the agricultural sector: Basic Units of Cooperative Production (UBPC), Credit and Service Cooperatives (CCS) and Agricultural Production Cooperatives (CPA) have acquired greater relevance with the pass of the time for socio-productive processes.

The practices associated with agricultural cooperatives that will be shown are linked to participation and management in agriculture, regardless of the type of productive form, in which they get involved and cooperate the social actor's especially young people. An updated point of view of the implementation of the Decree Laws since 2008 until nowadays in the province of Villa Clara will be explain.

Besides, it will be share experiences of cooperatives within the construction sector, which since the year 2012 emerged as cooperatives of production and construction services in the country, mostly of private origin, arising from old workers and enterprises which belonged to the construction Ministry. These cooperatives were created in order to aim the state in those non key sector of the economy. Since its creation, they have undertaken constructions of vital importance for the Cuban State in various sectors of the economy and have obtained great recognition from the state sector for their speed and quality in the completion of their works. The constructive services cooperatives in Cuba are the ones that have the greatest impact on society in terms of greater number of partners, greater economic and financial results, contributions to the Cuban economy and better structured.

Until the date, there are sixty- eight cooperatives of this type approved in Cuba, which obtain 68% of all income generated by cooperatives in the country, contribute 68 and 69 percent from sales taxes and utilities respectively of this entire sector, they hire 46 percent of the labor force, and as a profit advance, they distribute 67 percent of all the profits of the non-agricultural cooperatives in the country. The experience of three of the best cooperatives of this sector (Frio system, Arqdecons and Damaso) will be shown from the organizational, economic and financial perspective. The selected cooperatives will expose their experiences in the process of creation and development of their cooperatives. Along with the limitations they faced from the governmental and organizational perspective. Also it will be shown their main economic results and the financial management of their accounting.

The panel will conclude with the presentation of the lessons learned in the cooperative organizations in Cuba and their projections and future transformations.

Keywords: cooperatives, development, youth, financial planning, financial and economic performance

2.5. STRENGTHENING OUR COOPERATIVE IDENTITY BY SUPPORTING ENTREPRENEURIAL INNOVATION



Cooperative business model

Characteristics of the Cooperatives in South Korean Tourism and Leisure Industries and Their Policy Implications

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This study was conducted to identify the trends and the structural characteristics of cooperatives in South Korean tourism and leisure industries, to present policy implications and to raise awareness of the cooperatives in the research field and in tourism and leisure industries. Specific objectives of the study are as follows. First, it is to identify the current status and the structural characteristics through analysis of cooperatives in tourism and leisure industries, second, to identify the success factors of cooperatives in tourism and leisure industries, and third, to present a business model through categorization suitable for the current situation of Korean tourism and leisure industries. Through this, we intend to clarify the identity of cooperatives in the tourism and leisure field.

An initial survey of this field in Korea was conducted by the Korea Culture and Tourism Institute (Kim & Ahn, 2013), and seven operating models were presented, including travel product development, accommodation facilities, regional infrastructure, tourism guidance, cooperation among tourists, and financial support.

Through several papers (Kwon & Heo, 2018, 2019, 2020; Heo & Kwon, 2020; Kwon, 2020) the researchers of this study identified the current status, composition, and purpose of establishment of cooperatives in the tourism and leisure sector, and attempted to categorize them based on operational reality.

The research period was from July 2018 to January 2021.

According to the survey, there were more than 519 cooperatives in Korea as of the end of 2019. It was also found that most cooperatives were established for their members' economic needs, such as creating profit and jobs, but were also interested in realizing social values such as community contributions. Lodging and travel businesses are representative of the projects being operated and promoted, and the average of three types of projects rather than focusing on one industry, indicating that various attempts are being made to generate profits. However, compared to the current status of all general cooperatives in Korea, the number of members, financial status, and employment status were in poor condition, and the cooperatives were making various management improvement efforts, including efficient and active marketing, to overcome these difficulties. It was found that support for securing marketing channels and business spaces was most needed.

In addition, the results of case studies on tourism and leisure cooperatives and social economic organizations in Korea, Japan, Italy, France, and Spain were combined to present categorization of cooperatives into a business type, employment stability type, work-leisure compatibility type, and social contribution type. And it was classified into business-oriented cooperatives (78.3%), mixed-type cooperatives (3.3%), and community-oriented cooperatives (18.3%). Business-oriented cooperatives include business cooperatives, freelance cooperatives, and employee cooperatives, so there are a total of five cooperatives in the tourism and leisure sectors.

The implications are as follows. First, cooperatives in the tourism and leisure sector are markets where a large number of operators and freelancers with weak capital flow in, and fostering cooperatives has important social values such as job security as well as revitalization of local communities. Therefore, policy support is needed along with management improvement efforts of cooperatives in the tourism and leisure fields. To this end, a uniform survey such as the current Ministry of Economy and Finance's survey on cooperatives should be conducted to specialize in tourism and leisure, and various activation measures should be carried out, including policies suitable for industry characteristics and growth stages. Second, as mentioned above, many of the general cooperatives place more emphasis on social values such as the development of village communities. For example, it is known that local residents often participate in tourism tours selected and supported by the Ministry of Culture, Sports and Tourism and

village companies organized by the safety administration in the form of cooperatives to create jobs, develop local communities, and revitalize local tourism. Meanwhile, the seven principles of ICA (1995), an international standard, are applied to the establishment and operation of cooperatives, one of which is contribution to the local community. Therefore, cooperatives are businesses that must compete and survive in the market economy, but at the same time, social values must be pursued to realize their ideology as a community (Kwon & Heo, 2020).

The current status and characteristics of cooperatives in the tourism and leisure field were identified, and the identity of cooperatives in the tourism and leisure field was clarified through the accumulation of individual case studies (Heo & Kwon, 2020).

Keywords: tourism and leisure industry, structural characteristics of cooperatives, categorization, questionnaire survey and case study

Cooperative entrepreneurship model for community-based tourism

[Sojen Pradhan](#) (University of Technology Sydney, Australia) and [Sanjay Lama](#) (University of Technology Sydney, Australia)

Tourism plays a significant part in the development of many regional communities and countries around the world as this industry aids in creating millions of jobs, many business ventures, and distributed wealth (Lorde et al. 2011). According to the World Travel and Tourism Council (WTTC 2019), the tourism sector has created over 319 million jobs and contributed 10% of global employment. As a result, it offers significant opportunities for entrepreneurs, who are considered to be the change catalysts, powering economic growth and contributing to society (Baumol et al. 2007). Local experience and expertise of both entrepreneurs and local communities play a pivotal role in the tourism sector.

An alternative to traditional mass tourism, Community-Based Tourism (CBT) has been around since 1980s (Sebele 2010; Burgos & Mertens 2017). CBT provides opportunities to improve socio-economic benefits of local communities. They are usually operated in a small-scale and community-level in which local residents have significant control over and receive the majority of benefits (Lucchetti & Font, 2013; Milne & Ateljevic, 2001; Hall et al., 2008). The community has greater autonomy in the creation and establishment of tourism products and services, which can be organised through a cooperative business model.

The link between entrepreneurship and cooperatives is not straight forward or linear as entrepreneurs are a widely diverse group, however, this study explores the existing practices of tourism cooperatives in one of the most popular tourism destinations, Nepal. The country is culturally diverse with 59 legally recognised ethnic groups. Each community has their own rich cultural traditions and heritages.

The broad research problem was to find ways to improve and strengthen Nepal's tourism industry and to explore the existing tourism cooperatives and their challenges in Nepal. This study investigates the possibility of using digital platform to mitigate the challenges faced by cooperatives in developing and running CBT initiatives.

This research will utilise qualitative approach by interviewing owners and subject matter experts in tourism organisations who are running CBTs and are from different ethnic community groups. Aggregated data will be used to analyse the challenges and possibility of integrating cooperative business models through a digital platform. This study will provide guidelines for engaging through a platform to brainstorm new types of tourism business within local communities by engaging with them and other potential stakeholders including investors and policy makers.

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Keywords: cooperative entrepreneurship, CBT, local communities, digital platform

From credit to toilet paper

[Juarez Pereira](#) (OCB, Brazil)

The Economy and Mutual Credit Cooperative of Employees of the Federal University of Mato Grosso do Sul (Cred-UFMS) was founded on August 26, 1988, by 45 pioneers, in the city of Campo Grande, State of Mato Grosso do Sul. The purpose of creation of the cooperative was to encourage cooperative and financial education of its members through mutual help, systematic savings and the proper use of credit, with cheaper interest rates, in addition to providing other services that brought real benefits to members.

The idea of forming the Cooperative, however, started a little earlier. Between 1985 and 1986, a small group of UFMS employees discussed a way to cheapen the purchase of foodstuffs whose prices were constantly rising as a result of high inflation rates that aggravated the situation of the Brazilian economy. While conversations on the subject evolved, the first “basic food baskets” (the name given at the time to the Joint Purchasing Program) were already acquired through a partnership with the Banco do Brasil Employee Consumer Cooperative (Coobrasil).

It was during this period that the idea of a consumer cooperative took another turn. In a lecture open to the public, Samuel Araújo, technician of the extinct National Bank of Credit Cooperative (BNCC), recommended the creation of a credit cooperative instead of a consumer cooperative, because, in addition it could solve the demand of the moment, and more late, the demand of other deals.

With the conviction that it was possible to overcome the resistance and following Samuel's suggestion, in a short time it was decided to create Cred-UFMS. The main goal was to gain the trust of the university community. Seriousness and total coherence were determining conditions for the project to move forward. Initially, the founding members waived any type of fee, pro-labore and/or attendance ballot to deliberate in the meetings of the new cooperative. Flodoaldo Alves de Alencar was elected the cooperative's first president, a position he held for three years. Celso Ramos Régis succeeded him and has been in charge of the Cooperative ever since.

With the creation of the Joint Purchasing Program, it was possible to purchase good quality products, directly from manufacturers, producers and/or wholesalers, at prices lower than those in the market, eliminating, whenever possible, intermediaries and unnecessary costs, transferring the benefits of this process to cooperative users of the Program.

In 1989 the “Armazém Sicredi” was created, a space for receiving and distributing basic food basket products that gave cooperative members the option of making their purchases, paying up to 25% less than in conventional supermarkets.

Today, the “Armazém Sicredi” offers a list of 57 items of the basic food basket that can be chosen and purchased at the Cooperativa branches based in Campo Grande or through the website. The warehouse receives an average of 500 to 700 purchase orders per month. The Joint Purchasing Program now has a Permanent Coordinating Committee, appointed by the Board of Directors, in charge of actions pertaining to the program, created and maintained by the cooperative members and which has become a great differential compared to other credit cooperatives in the country.

[Extended abstract \(EN\) available](#)

Keywords: joint purchase, volunteers, trust

Study on the consumer-centered value co-creation process: the case of consumer cooperatives

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Whereas traditional marketing has developed in a company-centered way, consumers are considered as an object to purchase products and services from companies to satisfy their needs and desires. However, consumers have changed now. In the past, consumers were limited to simply 'buyers', but gradually they began to participate as partners in the production process of companies, and recently started to create new values by combining their knowledge and experiences. In other words, it has changed from passive consumer-oriented marketing to active consumer-oriented marketing, and furthermore, value-seeking consumer-oriented marketing. Service dominant logic (SDL) explains this changed marketing paradigm. SDL is a process in which new values sought by consumers are created through the participation and cooperation of various stakeholders centered on consumers in the value chain. The key factors are active resources, voluntary participation, horizontal cooperation, and joint value creation. This study analyzed the case of consumer co-operatives operated mainly by consumer co-op members. As a result, four key factors of SDL were continuously identified in the process of the development of consumer co-operatives and it was found that various stakeholders, centered on consumer co-op members, strengthened cooperation for a common value whenever the cooperative faces a crisis or the size of the organization expands. Ultimately, it was also confirmed that the entire cooperative value chain has sustainable competitiveness. It is expected that SDL will be developed as a useful framework that can support the changed consumer-oriented marketing paradigm.

Keywords: Service dominant logic (SDL), value co-creation, value chain, cooperative, case analysis

Farmers, yes, but also cooperative and innovative

[Jose Sebastião Romano de Oliveira](#) (Professor, Cooperativa Agropecuária dos Produtores Familiares Irituienses - D'Irituia, Universidade Federal Rural da Amazônia, Brazil), [Oswaldo Ryohei Kato](#), [Jorge Serra Junior](#), [Ernandes Raiol Silva](#) and [Mariceli Bastos Oliveira](#)

When we talk about the Amazon, we imagine an untouchable paradise. However, in the Municipality of Irituia in Pará, Eastern Amazon in the 1990s, it was registered that 99.02% of primary forests no longer existed. Several processes were responsible such as: colonization, sawmills, livestock, production fields, among others. How is it possible to relate sustainability in such a situation? In 2006, master's degree research proved that in this scenario of destruction, innovative farmers made the difference: they were able to produce and preserve. They were practitioners of AFSs - Agroforestry Systems, but they had a major problem: commercialization. Almost all the commercialization was done through middlemen. In 2009 these farmers organized themselves in the Cooperativa Agropecuária dos Produtores Familiares Irituienses - D'Irituia to commercialize products from AFSs. In addition to sustainable products, these systems also promote numerous environmental services: carbon sequestration, micro climate, combating erosion, preserving water sources. In 2010 with support from OCB / SESCOOP, farmers were "literate" in cooperatives and on April 6, 2011 the Cooperative was founded. Concomitant to AFSs, farmers also have other productive relationships: horticulture, extractivism, products of animal origin (fish farming, beekeeping, birds ...). It has a commercial relationship at the local level with public entities (PAA - Food Acquisition Program; PNAE - National School Meals Program) and private entities (restaurants, cafeterias, Tratoria). This Cooperative has improved the farmers way of life to a better level and contributed in a local, regional and Global way if it considers the SDGs - Sustainable Development Goals. It contributes to 10 objectives, among the 17 UN objectives - 1: combating poverty - by ensuring trade in products, it has generated income for members and collaborators; 2: fighting hunger - production that guarantees food security and sovereignty; 5: gender equality - women represent 49% of the cooperative staff and 40% of the administrative board; 6 Clean water and sanitation - in 2009 more than 90% of the members did not have sanitation, currently 100% already have it; 8: Decent employment - the cooperative has an employee with all labor rights; 10: Reduction of inequalities - the principle of equity is valid in the cooperative; 12: Responsible consumption and production - all products produced by the cooperative members are agro-ecological and are already being processed for the organic product label; 13: Combat climate change - AFSs promote environmental services and are currently considered the most viable technique for the Amazon; 15: Life on Earth - The AFSs, due to their enormous productive diversity, generate food, environmental services and healthy products for humans and wild animals; 17; Partnerships in support of goals - The cooperative has partnerships with universities, research institutes and companies, commercial companies. The cooperative became a place of academic studies for undergraduate, master's and doctoral research. It has already received visits from regional, national and international researchers. But we must not forget that the battle is constant. Most of the farmers in the Amazon still graze, clear and burn the forest to produce. So, promoting Cooperativism, AFSs, Agroecology are essential for a better and sustainable world.

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[Extended abstract \(EN\) available](#)

Keywords: Amazon, sustainability, AFSs, innovative farmers

Study on the characteristics of business models according to client-based cooperative types

[CHOI Anthony Woo-jin](#) (Sungkonghoe University, Korea)

Cooperatives introduced as answers to the failure of the capitalism market system have developed alongside the development of the capitalism in complementing its limits in various regions and industries. However, differently from research on cooperative types and development of business methods, the business models reflecting cooperative characteristics have been studied in a very limited extent and the results of these studies do not consider differences of cooperative types and business methods but propose a single business model.

Because business models create values and their innovation is considered as an effective solution for improving outcomes, in order that cooperatives become more performative and sustainable, differentiated business models adapted to cooperatives' objectives or business activities are needed. However, if the single models in existing studies would be applied, there will be a lot of limits in the development and application of effective business models reflecting different cooperative types and their characteristics. To develop these business models, business objectives, structure, characteristics and issues according to cooperative types should be analyzed to identify indispensable elements for each business model.

As a preparatory stage for developing business models according to cooperative types, this research aims at analyzing different business characteristics of each cooperative type and identifying its indispensable elements.

[Extended abstract \(KR\) available](#)

Keywords: business model, cooperative type, business orientation of cooperative, case study on cooperative

Can cooperatives increase competition in primary agricultural markets? Evidence from a micro study.

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Imbalance in market power between buyers and sellers in agricultural markets is a major deterrent to fair price discovery. Primary wholesale markets of agricultural produce are sites of imperfect competition (Sexton 1990), often of oligopsony (Rogers & Sexton 1994). Typically, in oligopsony markets buyers enjoy market power to a certain degree whereas the sellers are price takers, resulting in suppressed prices for sellers. Empirical evidence on the effect of imperfect competition in agricultural markets supports this conclusion. While several studies show modest departure from competitive pricing, Osborne finds that imperfect competition among buyers in agricultural markets significantly drives down prices received by sellers (Osborne 2005). Sexton makes a compelling argument that market power exerted by oligopolists/oligopsonists creates deadweight losses (Sexton 2013). What happens when a cooperative is the dominant buyer in an oligopsony market? How does it impact the behaviour of other buyers? What is the effect on deadweight loss? In this paper, we analyse these questions empirically using data on Indian primary agricultural market.

In India, the predominant outlets for disposing of agriculture produces are primary wholesale markets regulated through the legal framework of Agricultural Produce Market Regulation Act (APMRA). Sale of produces happens at notified sites under the supervision of Agriculture Produce Market Committee (APMC), as mandated by APMRA. One of the stated objectives of regulated wholesale markets (mandis) is to protect farmers from exploitation from intermediaries. The mandis are expected to serve as platforms for fair price discovery.

However, evidences from years of research show that the mandis have hardly served the interests of farmers. By design, the mandis are anti-competitive with high entry barriers for new entrants as buyers. The APMC system is criticized for its inability to deliver on the objectives of controlling prices (Lele 1968) or addressing market imperfections (Harriss 1980) as they do not have transparency in price formation process (Palaskas & Harriss-White 1993) and create virtual monopsonies (Chatterjee & Kapur 2016). The mandis are largely controlled by intermediaries such as commission agents (Minten, Vandeplass & Swinnen 2012). Collusion among large buyers (Banerji & Meenakshi 2004) artificially depresses prices.

A potential channel to improve returns to farmers is by forming their collectives. Cooperatives are perceived as a source of countervailing power that protects the interests of the producers (usually farmers). Studies in developed countries have found cooperatives to use market power to raise output prices in favour of farmers (Cakir & Balagtas 2012). In developing countries like India, the role of cooperatives in agricultural marketing is largely understood as that of a seller which provides bargaining power to its member farmers through scale economies. Its role as a buyer, competing with other players, in the market is not well explored.

In this context, we examine the effect of participation of a cooperative as dominant buyer in a regulated market on the buyer competition. Our specific questions are:

- What is the degree of oligopsony power of the cooperative in the primary agricultural market?
- What are the mechanisms through which the cooperative commands oligopsony power?
- What is its effect on buyer competition in the market?
- What is the impact on the deadweight loss?

We adopt the framework of New Empirical Industrial Organisation (NEIO) for econometric analysis. Our model is applied to the empirical setting of regulated markets that trade arecanut, a major commercial crop in the country. We use a novel dataset of bid prices and quantities of arecanut along with other covariates to answer the questions posed above. Our preliminary estimates provide suggestive evidence for the oligopsony power enjoyed by the cooperative and translation of this power as higher prices for the farmers. The cooperative also provides support services to the participating buyers that enables them to compete in the market. This further enhances the returns to the farmers.

We hope our study will make a few important contributions. First, we study how the participation of a cooperative influences the functioning of a primary agricultural market which is a classic site of imperfect competition. Second, we estimate the oligopsony power of the cooperative and its welfare implications. Third, we document the mechanisms through which competition is increased within the confines of a discredited anti-competitive institutional arrangement. We hope to generate important insights on the organisation and conduct of primary agricultural markets that improves welfare for all stakeholders involved. We also highlight the relevance of cooperatives as welfare enhancing institutions and self-sustaining enterprises that rely on internal resources.

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Keywords: agricultural markets, cooperative, competition, deadweight loss, India

A Theoretical Study on Cooperative Identity through the lessons from the experience of Japanese Co-op Movement and Yugoslavia's workers' self-management

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The ICA Cooperative Principles (1995) defined a cooperative as "an autonomous associations of persons united voluntarily to meet their common economic, social and cultural needs ". And the "Blueprint for a Co-operative Decade" (2013), prescribed the code of conduct to be adopted is "seeking to 'optimize' outcomes for a range of stakeholders, without seeking to 'maximize' the benefit for any single stakeholder" (ch. 2). However, the paper does not provide a specific business model that achieves optimizing income distribution and resources allocation.

The purpose of this paper is to examine the former Yugoslavia's "workers' self-management" and the experience of Japanese co-op movement in conceiving the above business model. It is to argue that a study of the application of "workers' self-management" theory to the experience of the Japanese co-op movement can provide valid suggestions. The theory of workers' self-management has been regarded as proven incapable of adapting to market exchange mechanism by the famous Ward study (Ward. B., The firm in Illyria, American Economic Review, Vol. 44, No. 4, 1958).

However, the comprehensive system of workers' self-management, through the recognition that the system before the 1960s was a failure, was truly established by the amend Constitution (1974) and the United Labour Act (1976). It is a mistake to judge a system of workers' self-management by Ward's arguments. He theorized the model of workers' cooperatives as a maximizing residual income per worker model. He recognized it as not optimizing but maximizing model.

However, the system since the 1970s has been aimed at optimizing income distribution and resources allocation from the standpoint of macro-economic perspective. There, the behavior of individual producers and consumers were to be induced to act optimally by moderate mutual coordination institution organized on the text of code with a coexistence of regulated market exchange system.

Yugoslavia tried to implement this system throughout the national economy, and it had collapsed through the increase in transaction costs and the developing inefficiency. However, if the idea of this system is applied at the local economic level, it has the potential to contribute to the establishment of sustainable communities. In theory, the Yugoslavian system is understandable that it practically made the economic advantaged to accept unfavorable discriminatory prices.

Japan's co-operatives have the experience that it given priority to the purchase of products from disadvantaged areas and to selling elderly households for indispensable consumer goods in case of supply shortage. In addition, cross-subsidization for loss-making store operations continue to be implemented even now in many co-ops.

We believe that research on the experience of co-ops movement in Japan comparing with the attempt of Yugoslavia 'labours' self-management, with a clear theoretical perspective, can make a significant contribution to clarifying and concretizing the identity of cooperatives.

[Extended abstract \(EN\) available](#)

Keywords: optimizing income distribution and resources allocation, discriminatory prices, Yugoslavia' workers' self-management, experience of Japanese Co-op Movement

Cooperative identity as business advantage

The Relationship between Adherence to Cooperative Principles and Socio-Economic Success of Cooperatives in Iran

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In the cooperative literature, awareness of cooperative identity and adherence to cooperative principles and values are mentioned as the key factors in the success of cooperative enterprises and the sustainable development of cooperative movement. In this regard, the main purpose of this study is to investigate the relationship between adherence to cooperative principles and socio-economic success of cooperatives, which has been done by survey method. The statistical population of the study consists of CEOs of Iranian cooperatives in various fields of activity that have been studied based on a random sampling. In this study, the questionnaire was the most important tool for data collection, that after selecting and considering various economic and social measures, its validity and reliability were confirmed by experts and calculating Cronbach's alpha coefficient, respectively. Research data processing was done with SPSS software. The results of t-test showed that there is a significant relationship between adherence to cooperative principles and socio-economic success of cooperatives. The results of examining the relationship between each of the cooperative principles and the success of cooperatives showed that adherence to the principles of Voluntary and Open Membership, Democratic Member Control, Member Economic Participation, Education, Training, and Information, Cooperation among Cooperatives and Concern for Community are effective on success of Iranian cooperative enterprises.

Keywords: cooperative identity, adherence to cooperative principles, socio-economic success, Iran

From Rochdale to globalization. The importance of adopting good governance and management practices in cooperatives as strategy to guarantee cooperative identity and consolidation in an agile, volatile and capital-oriented market: a study carried out in the State of Minas Gerais (Brazil).

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Since 1844 in Rochdale, cooperatives have played a leading role in the world economic and social landscape. While capital-oriented companies aim primarily to get the profit, cooperatives break this pattern and settle themselves down as a relevant alternative for billions of members and millions of communities around the world. In Brazil, according to the presented studies from the World Cooperative Monitor (WCM, 2020), worldwide, there are more than 3 million cooperatives, bringing together more than 1 billion cooperative members and generating employment for 250 million people. It's like the Global Cooperativism by itself employed more than the entire Brazilian population. In Brazil, according to data collected in 2020 by the Organization of Brazilian Cooperatives (Sistema OCB, in portuguese) and published in the Cooperativism Brazilian Yearbook, there are 5,314 cooperative enterprises registered, with more than 15 million members, generating almost 428 thousand direct jobs, with total gross revenues from cooperative acts in the amount of R \$ 308.8 billion, equivalent to US \$ 54.1 billion according to the quotation of April 1, 2021. The State of Minas Gerais, object of this study, has 756 cooperatives, 1,92 million cooperative members and 45.6 thousand employees, according to data collected in the Cooperativism Yearbook in Minas Gerais published in 2020 by the Syndicate and Organization of Cooperatives of the State of Minas Gerais (Sistema OCEMG, in portuguese). The cooperatives challenge in all countries around the world is to ensure their secular cooperative identity, traced by the Rochdale pioneers in 1844 and safeguarded by the International Cooperative Alliance (ICA), with the good governance and management practices demanded by an increasingly agile and global market. The aim of this study is to emphasize the importance of the constant search for excellence in governance and management as a strategy for the cooperative sustainability in a highly competitive, volatile and global market. We intend to analyze the results of a pioneering study carried out from a historical series from 2013 to 2020 on the promotion and implementation of good governance and management practices in cooperatives in the State of Minas Gerais. Daily, Dalton and Cannella Junior (2003) emphasize that governance is constituted in the way resources are used to resolve conflicts between shareholders. According to Clarke (2004), governance is closely related to the economic development of organizations and management translates the strategic guidelines defined by governance into actions aimed to reach established goals. In 2013, the Organization of Brazilian Cooperatives (Sistema OCB, in portuguese), in partnership with the National Quality Foundation (Fundação Nacional da Qualidade or FNQ in portuguese), developed a methodology to be applied to all Brazilian cooperatives in order to measure the maturity of cooperative ventures in relation to their governance and management. In the State of Minas Gerais the methodology has been applied since 2013, covering an annual average of 237 respondent cooperatives. The State of Minas Gerais is prominent in Brazil in the maturity of the governance and management monitoring of its cooperatives, representing more than 30% of the total cooperatives surveyed in Brazil in 2020. The study will present the evolution of the governance and management indicators of the cooperatives participants in the State of Minas Gerais, highlighting the main improvement opportunities identified. It is hoped that this study, a pioneer in Brazil, will inspire other countries to get to know the Brazilian methodology and start to measure in a consolidated way the governance and management of their countries' cooperatives as a way of ensure their identity and contributing to their sustainability face to an increasingly competitive, global, agile and volatile market.

Keywords: governance, management of cooperatives, strategy, competitiveness

Effects of Internal and External Tie Strength of the BOD on the Performance in the Consumer Cooperatives: The Moderating Effect of Collective Psychological Ownership

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This study investigates the effects of the internal and external tie strength of the board of directors (BOD) on the performance in consumer cooperatives in South Korea. The strength of the ties based on the unique resources and trust of the cooperatives can be their core competence, and their collective psychological ownership is usually higher than that of investor-owned companies due to the unique ownership structure of the cooperatives. In this study, we focus on moderating effects of the collective psychological ownership on relationship between internal and external tie strength of BOD and performance. The tie strength of BOD has three parts: the tie strength within a BOD of each cooperative; the tie strength between a BOD and the other cooperatives; the tie strength between a BOD and its local government.

Organizational performance is sub-categorized into three: social performance, democratic operation, and business performance. We identified 95 iCOOP consumer cooperatives and distributed questionnaires. The final sample is composed of 371 board members from 65 iCOOP consumer cooperatives.

The study found that the strength of ties within a BOD and the strength of ties between a BOD and the other iCOOP BODs affected democratic operation and business performance. BOD's social performance is positively moderated by the collective psychological ownership, while business performance is negatively moderated. However, there was no moderating effect between the performance of the other cooperatives and local governments.

Keywords: consumer cooperatives, board of directors, tie strength, social network, performance, collective psychological ownership

Members' benefits and performance of vertically integrated cooperatives

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Developing country agri-food sector is in a transition. This study empirically analyses how the level of vertical integration affects member benefits and their performance of cooperatives using survey data of 309 rice growing members in Sri Lanka. Exploratory factor analysis revealed five key groups of members benefits: business and financial, livelihood, technology and information, low-cost inputs, and democratic control and education. Business and financial, and technology and information benefits were better for the members of fully integrated cooperatives. Moreover, propensity score matching analysis revealed that fully integrated cooperative members have higher profit per kilogram of produce and household economic profit. The research findings have important implications for managers and policy makers in providing better services to members and promoting of cooperatives' vertical integration aiming to bring better member benefits and improving their financial performance.

[Extended abstract \(EN\) available](#)

Keywords: vertical integration, cooperatives, smallholder farmer, member benefits and performance

The effect of a crisis context on French wine exports: Comparison of independent wineries and wine cooperatives

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In this paper, we aim at assessing the effects of the 2019-2020 context (Covid 19, Brexit, Trump Taxes) on exporting activities of wine companies, relying on a survey carried out on French exporting wine companies. The aim is also to observe possible different effect on independent wineries and cooperatives. On a theoretical level, we adopt the institutional approach often mobilized in the field of international management which we will complete with recent work on the effects of disturbances in the institutional context and crisis management. Five main results have been obtained: (1) effects that were generally mastered by both independent wineries and cooperatives; (2) additional pressure on exports from the domestic market; (3): contrasting effects of changes in the institutional environment, with marked importance for disruptions due to the health crisis; (4) significant and differentiated adaptations of companies, and finally, (5) a distinct resilience according to territorial anchoring and export strategies with marked differences between independent wineries and cooperatives.

Keywords: institutional environment, crisis, wine, exports, France, cooperatives, independent wine growers

Entrepreneurial Innovation in a cooperative way: a case of iCOOP Korea

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The objective of the present research is to investigate the possibility of innovating cooperatives in their own way, namely, by strengthening the Cooperative Identity, which is different from conventional enterprises. It focuses on the process of forming the iCOOP Korea cluster.

Enterprises constantly try to innovate themselves to meet the external environmental changes as well as their internal needs. Cooperatives which are associations of members also should innovate themselves to find better ways for meeting members' needs and answering the environmental changes. Understanding in which context and with what kind of contents innovations happen will make meaningful impacts on enterprises' search for answers to new environments. With this point in mind, this research will try to explain the characteristics of the historical formation of a cluster, as an example of cooperative innovation, which has developed from and around iCOOP Korea.

Whereas around 20 years ago when the federation was created, iCOOP Korea was the smallest organization composed of local consumer cooperatives, after very rapid growth, today, it becomes one of the biggest consumer cooperative federations. As it has been constantly trying various innovations while adhering to the c-Cooperative Identity, iCOOP Korea might be a relevant case for the cooperative innovation.

To explain the characteristics of the historical formation of iCOOP Korea, this research will propose a research model using three theoretical perspectives. The first perspective is the concept of enterprises' dynamic capability and absorptive capacity. The dynamic capability is the capability of an enterprise in learning through its evolution process which increases its innovative capacity. The absorptive capacity is considered one of the capacities which play important role in increasing the dynamic capability. The research will investigate what was the absorptive capacity obtained throughout the historical formation and explain the innovation process in using it. The second is the stakeholder theory. Various stakeholders in addition to consumer members participated in the process of forming iCOOP Korea cluster. The research will analyze the process of coordinating different stakeholders' interests (producers and employees in addition to consumer members) and of constructing a governance structure to manage these different stakeholders' interests. The third theoretical perspective is that of network capacity based on the resource dependency theory. A collaborative network aiming at increasing interdependency among different organizations allows developing the learning capacity by accessing knowledge and resources which are not available elsewhere. Also by keeping the autonomy of organizations while maintaining a long-term collaborative relationship with specific trade partners, the collaborative network can generate very higher outcomes for flexibility, productivity, innovative capacity, efficiency and ability of environmental adaptation in comparison with other governance structures. Given that the iCOOP Korea cluster is composed of various enterprises which are upstream and downstream in its value chains, this might be interpreted as the formation and strengthening of the network capacity.

The research will analyze what is the accumulated capacity of the organization, and what difference between newly created value chain routines and old ones. It will also highlight how the Cooperative Identity is realized through the process of generating collaboration and solidarity among stakeholders.

Keywords: absorptive capacity, dynamic capabilities, innovation, stakeholders, networks

3.1. COMMITTING TO OUR COOPERATIVE IDENTITY FOR THE SURVIVAL OF THE PLANET



Climate action

Environment and the ICA-EU Partnership: Links between Cooperatives and Climate Action with a Global Thematic Research on Environment

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Within the current backdrop of increasingly acute political and environmental challenges driven by unsustainable human activity, cooperatives can play important roles in the transition to fairer, greener and more sustainable economic practices at local and global levels. To examine these questions, a thematic research on how cooperatives can contribute to climate action and environmental protection is currently taking place within the ICA-EU Partnership. The research aims to provide an innovative overview on how cooperatives are acting to protect the environment, as well as their potential contributions to mitigating and adapting to the impacts of climate change and environmental degradation.

This work can contribute to the cooperative identity by examining questions on how the cooperative values and principles might further be developed to make the commitment of the cooperative movement to environmental protection more explicit, with respect to its identity as a key actor for sustainable development as recognised by the ILO and the UN.

The work will elaborate on the links between cooperatives and the ICA's principle seven on Concern for Community, including the access to and management of natural habitats and resources through cooperative approaches (such as water and energy). The publication will draw upon existing literature and resources in order to highlight a number of case studies, in order to showcase a range of innovative practices from cooperative enterprises. In view of partnerships, the research will also explore the potential for cross-regional collaboration between partners and stakeholders of the cooperative development organisations, including those linked to regional development platforms and other cooperative member or civil society organisations active on environmental issues.

With regards to the methodological approach, the research is mainly focused on secondary research methods, as well as the selection and inclusion of innovative case studies involving cooperatives. Prior to the selection of innovative case studies, a comprehensive literature review is underway, in order to map and build upon existing contributions to the field. The work will also explore a number of sub-topics linked to the SDGs and Agenda 2030, including SDG 6, 7, 13, 14 and 15.

The research, once completed, aims to address knowledge gaps on the topic of environment with more concrete action points for cooperatives, and also to become a source of added value for cooperators, ICA members and those outside of the cooperative movement. Conclusions will also highlight how cooperatives can play a greater role in environmental protection and climate change mitigation due to their comparative advantages, whilst fostering greater sharing of knowledge between interested stakeholders on the topic.

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Keywords: climate, environment, international cooperative development, sustainable development

Co-operative Values in a Heating World

[Nicolas Bickford](#) (Saint Mary's University, Canada)

Those involved in the 1895 codification of the Rochdale principles may not have had harmony with nature at the forefront of their minds. They may have believed the climate to be immutable, the oceans inexhaustible in their supply of fish, and the forests separable from the quality of air they breathed. To those at that first Congress, this perhaps rendered environmental concerns unworthy of notice. Yet today, we are continually discovering the depth of our connection to the natural world and our power to influence even the largest of global phenomena. We now understand many of our planet's life-support systems to be common-pool resources demanding active protection--lest they become degraded beyond repair (Allen, 2014, pp. 242-243). Changes in contemporary circumstances have shone a bright light on our capacity for destruction of nature in ways not conceivable in centuries past. Indeed, if we continue our current trajectory, we may destroy organized human life on Earth (Bulletin of the Atomic Scientists, 2021). Our planet is changing--we are changing it. And by this change a deeper meaning of co-operation has come jarringly into focus. Seen from any philosophical perspective, stewardship of the environment is warranted more salient placement in the Statement on the Co-operative Identity. As the one-third of sustainability undergirding the other two, it must be a prominent component of the co-operative way. This change would be the culmination of a trend present and growing within the movement for decades, as each passing year exacerbates the crises faced.

[Extended abstract \(EN\) available](#)

The cooperative and the circular economy model sustainable solution. The Portuguese case study

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The importance of the circular economy and cooperative models in society has increased in the last decade. Their importance shows a specialization in the economy, but also the ability to develop new economic models such as circular ecosystems. The impact of this resilience shows how consumer and organizational attitudes towards sustainability are changing. The challenge is to create economic value for products produced in a collaborative model that can compete in the marketplace. In this paper, the relationship between the circular economy and the cooperative model is presented using Portuguese organisations. The methodology is based on the analysis of cooperative organisations and the potential of the relationship with the circular economy. The results show a relationship between the cooperative and the circular economy model in some sectors in Portugal. It is expected that other sectors will follow agriculture and energy in the Portuguese context.

Keywords: circular economy, cooperative model, sustainable market

3.2. COMMITTING TO OUR COOPERATIVE IDENTITY FOR PEACE AND EQUALITY



Peace

A contribution of Cooperativism to a possible process of economic integration in the Korean Peninsula

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The main objective of this paper is to argue that, in a possible economic integration process of the Korean Peninsula, cooperativism as a common economic model in the region, may afford an essential role regarding socio-economic cohesion, as well as contributing to the promotion of positive peace (Galtung 1967). Furthermore, as a specific purpose, based on a literature review related to the aspects of economic integration and cooperativism, this paper tries to address in which ways the cooperative system can contribute to this integration process.

Thereunto, is necessary to understand that within the context of present-day discussions on the economic integration of Northeast Asia, the Korean Peninsula's engagement and participation in issues related to this topic can be considered a peculiar and a long-term process, mainly due to the complex historical background surrounding the region (Qun 2013). Although the Republic of Korea (ROK) has effective and active participation in the Northeast Asian integration process, it is noticeable that, despite the peculiarity of the Democratic People's Republic of Korea (DPRK), it has already begun to explore some possibilities and paths for its economic development and, thereafter, diffident regional integration (Babson 2004). This fact shows that there are interest and opportunity in discussing possibilities and common ways to present effective contributions, bringing key elements to a future integration process.

Nonetheless, it is still a hard task to conduct regional economic integration among the ROK and DPRK without a common or shared economic vision or model that could be minimally close to different realities found in both countries. More than that, this economic perspective should enable and predict a fruitful dialogue within the Peninsula and the process of current economic integration carried out by the Asia Northeast.

This perspective can be enhanced and refine throughout reflection of the historical context of the region and the results of the Korean War that led DPRK to undergo profound reforms over time, especially in the agricultural sector, which was collectivised in two types of farms: cooperatives and state farms (Noland 2004). In this aspect that specific attention deserves mention since it is from this collective form adopted by DPKR that synergy can be found to the establishment of a future economic integration proposal.

Among the possibilities of economic integration that may arise for the Korean Peninsula, the cooperative system is one instrument that has already been used by both countries for some decades, although in different ways, and it may be a contribution or alternative to be explored in an eventual economic integration. For this reason, analysing perspectives, and possibilities of integration from the cooperative point of view may encourage discussions and understandings in the sense that collective initiatives could be in the market without need to be privatize or shift any aspect of current labour regime.

In this regard, as the cooperative model is already a reality in the region, it becomes easier to start preliminary studies and even economic cooperation from this point of view, especially setting cooperatives principles with economic integration stages. In structural terms, as it should be discussed throughout this paper, members of a cooperative subscribe to the principle of open association and non-discrimination in political, national, religious, racial or gender terms, that is, such an essential cooperative principle which contributes to integration at different levels, binding the cooperative directly with society and even with the local reality of the Peninsula. Another principle to be considered is related to the intercooperation, that is, cooperating with other cooperatives, which requires commitment, behaviour, acceptance, respect and tolerance with members inside and outside the cooperative, as well as between cooperatives, which would also benefit in an economic integration process (MacPherson and Paz 2007).

It is worth it to mention that the cooperative identity and tradition over time and in different realities, countries and regions, have shown to play a multisectoral role in their diverse conceptions, once that

their organisational structure and cooperative culture permeate social and economic issues. Furthermore, cooperatives improve the employment conditions and livelihoods of community members, helping people to overcome social barriers that, in adverse situations, are insurmountable (CEDP 2018). These links established by the cooperative principles promote mutually beneficial development situations, mainly due to the regional and international ties that unite the cooperatives (MacPherson and Paz 2007).

In this way, arguing that cooperative system can contribute to a possible process of the economic integration of the Korean Peninsula, will lead this article to examine further other secondary issues, such as: how cooperatives can address economic integration processes; which mechanisms the cooperative model adopts to promote dialogue between members of a cooperative and between cooperatives; assess the extent to which the cooperative system approaches or segregates groups from a given society and also what effect a cooperative has on a specific region.

Consequently, through this analysis, it will be possible to discuss that economic integration and subsequent cooperation on the Korean Peninsula, can equally benefit the economic development and integration process of the entire Northeast Asia region.

[Extended abstract \(EN\) available](#)

Keywords: cooperativism, Korean Peninsula, economic integration, positive peace.

The contribution of cooperatives to positive peace: literature review

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With a background of protracted violent conflicts, refugee crises, and inequalities (Institute for Economics and Peace, 2019 June), this is part of a study of bottom-up community spaces that may allow for the structuring of agency and solutions making possible positive peace in Galtung's definition (Galtung & Fischer, 2013). The hypothesis is that cooperatives, through their cooperative identity, can significantly provide such opportunities. The objective of this proposal is to contribute to both cooperative and peace studies by placing cooperatives in up-to-date theoretical debates through a systematic literature review.

The scope of the review includes primary, secondary and tertiary sources collected in English, Spanish and French, mainly since 2000, during scholar and research work done in several countries (USA, Germany, Canada, Italy, Costa Rica, and field work in Rwanda, Nicaragua and Sri Lanka). This proposal concentrates on the one hand on publications of global scope and, on the other hand, on publications focusing on three cases (Rwanda, Nicaragua and Sri Lanka) in three areas (export commodities such as coffee, community activities for tourism such as crafts including pottery, and gender), in order to allow for comparison.

Criteria for literature revision and comparison include: location, time period of the study, type of conflict dealt with, language, type, premises, methodology, logical connections and transitions connecting sources, key findings, limitations and critiques, cooperative contributions in building positive peace expected or attributed and verified, cooperative roles disconfirmed, and cooperative contributions unexpected. Finally, arguments connecting cooperative roles and the cooperative identity and principles.

Along the review, it is observed that:

- a) In general, most publications found on both cooperatives and peace do not place cooperatives within peace theories and debates, and vice versa (peace studies do not generally cover cooperatives, whereas large enterprises have begun to appear widely). In fact, there are many case studies relating cooperatives to peace. However, they fail to make their mark at the theoretical level and or the policy level, the argument being each case is one event only.
- b) In the last 15 years, there have been some PhD and MA theses connecting the two terms as main subject, usually in-depth studies of a limited number of units, in one specific context. This is good news, as they engage in theoretical debates, but some affirm a dearth of research and that assertions about cooperatives remain as claims.
- c) There are academic articles on peace/ peacebuilding that, while rarely mentioning cooperatives and even less tagging the latter as a key word, have one or more cooperatives as the underlying matter for analysis. With thorough text search, linkages appear between cooperatives and positive peace.
- d) Following Galtung's definition, this literature review not only draws on cooperatives and positive peace as such, but also the literature discussing key factors linking cooperatives and peace (e.g. equality, equity, empathy, capabilities to manage conflict), also bringing in the main methodological approaches used in the studies.

There seems to be three predominant methodological approaches: constructivism, phenomenology, and political economy, in particular Polanyi (Polanyi, 1944(1957 repr.))

Factors and key concepts emerging in the review include agency, bounded / situated rationality (including culture), collective action capabilities, business roles, conflict transformation, common good/ welfare, degree of cooperativeness, peace as relation, and structural peacebuilding.

A literature review is a necessary step to grasp the relevance of the subject and the state-of-the-art theoretical debate. It is generally argued a dearth of research in this area, but there is more than what appears at first sight, with cooperatives emerging in the academic literature as having significant potential for positive peace.

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[Extended abstract \(EN\) available](#)

Keywords: cooperatives, positive peace, cooperative identity, conflict transformation, literature review

The social economy: a way of understanding the transition to civilian life for the FARC-EP ex-combatant population

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Keywords: solidarity economy, cooperativism, FARC-EP ex-combatant population

Contribution to the equality

Do cooperatives drive social change? A relational analysis of a dairy cooperative of Gujarat, India

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Cooperatives are not a merely economic institution with a motive to earn profit for their members. Instead, cooperatives are social (enterprise) institutions that base their operations on ethical codes and democratic values and principles (ICA, 2015). One of the expected outcomes of such institutions is that they would work as catalysts for initiating social change in the communities. Essentially, this means that cooperatives, as value-driven and democratically managed institution, would drive the process of social change. This would require influencing, or instead altering, the character of existing social identities, which are culturally driven and are enforced by a set of social norms and social sanctions.

ICA's Statement on Cooperative Identity stresses several values such as individual's choice for the association, democratic governance, equitable distribution of economic benefits, autonomy and independence, co-education of members, and promoting the idea of 'shared goals' among the cooperative members. All these expressions do have a bearing on the cultural milieu and social order of the land. Hence, a successful cooperative would also get assimilated with local social identities and become a vehicle of social change. To observe such a change, the Statement on Cooperative Identity works on a huge assumption- that no matter how exclusionary local culture and social order is, cooperative can always promote democratic values among its members, who are also part of the exclusionary local social environment. We intend to test this assumption in this study.

This study tries to understand if the cooperative values facilitate inter-sectarian relations by relaxing social and cultural barriers. In this study, we look at the two social identities: caste and gender. In Indian society, these two social identities are the fundamental pillars of the social stratification system that are protected and promoted through a conservative set of social institutions, i.e., social norms and social sanctions. We use the social network analysis method to understand the patterns of behaviour among the members of a five-decade-old dairy cooperative which is functional in a multicast village of Gujarat state of India. We analyze the structural properties of two relational networks to see if these relations are shaped by social identities (caste and gender). We look at the following relational networks: 1) sharing and discussion on personal and family-related matters, 2) sharing and discussion of dairy cooperative related matters. We expect that the cooperative, which has been functional in the village for about half a century, would defy the mechanism of sectarian relations not only in cooperative matters but also in non-cooperative social relations. We expect that this study's findings will generate a piece of evidence towards the social role of cooperatives and contribute to the strand of literature on the role of cooperatives in bringing social change.

Keywords: cooperative identity, social identity, caste, gender, social networks

3.4. COMMITTING TO OUR COOPERATIVE IDENTITY FOR STRENGTHENING THE COMMUNITY



Community and territory

Self Help and State Initiated Cooperatives as Community Development Organizations Enabling Human Rights

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This study is an analysis of cooperatives as a community development organization and its relevant role in facilitating the claiming of rights. A cooperative (coop) is an organization that exists to improve the lives of its members and community. Its formation of cooperatives can be initiated by individuals, groups, organizations or state. Self-help cooperatives are those that are initiated by individuals or a group of people and formed independently and not influenced by the state or private institutions upon their establishment. While the state-initiated cooperatives are those cooperatives that have been established by the government. The study describes the stages and phases of the two types of cooperatives from formation to progression. The objectives of the study are: describe and elaborate the two (2) cooperative organizations, self-help and government-initiated cooperatives, from formation to progression phase, compare the different strategies and approaches of self-help and government-initiated cooperatives in community development, to illustrate spaces for self-help and government-initiated cooperatives in facilitating people's basic human rights and to recommend policies for decision makers and players. The study used the case study method and focused on the two (2) forms of cooperatives- self-help and state initiated cooperative with fifteen years of operation located in the same province. Structured interviews and documents review were conducted to obtain the necessary data, stories and experiences of the cooperatives. The study found that the two cooperatives differ in formation process and strategies. Regardless of the type of formation, cooperatives exist to uplift both economic and social conditions of the members and communities where they operate. Social benefits are the reflection of a coop's outlook in community development. Cooperatives play a significant role in addressing development gaps and fiascoes of the state as a duty bearer. Economic, social and cultural rights are the most vibrant rights that can be facilitated by cooperatives for individual members and/or as a collective.

[Extended abstract \(EN\) available](#)

Keywords: cooperatives, community development, human rights, platform, entitlements

Social practices and new membership figures for the definition of a territorial cooperative model

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The paper presents an investigation that approached the study of cases presented in the PhD. thesis, and proposes some social practices and new possible figures of membership of a recovered cooperative company, which contribute to define what we call a territorial company, in response to the de-territorialization¹¹ process based in economic monetary growth without relation with society identities.

In this context, “social practices” and “new membership figures” are proposed as a result of the analysis of some evolutionary stages of the recovery process of some companies placed in the Province of Buenos Aires. It will be presented the characteristics and its new labor organization as opposed to a classic company. With these objectives, it is also proposed, on the theoretical plan, concepts such as ontological reason of the economy as opposed to utilitarian one.

Keywords: practices, territorial, membership, community.

¹¹ According to the “territorialist” school of self-sustainable development, this term is understood to mean the loss of identity of the territory in favor of an unlimited exploitation of natural resources that endangers the very life of human communities, present and future. In response to this situation, the same school proposes: a new attention to the natural environment; the creation of local networks; the recovery of the productive workforce useful for the reproduction of life; forms of economy based on self-management and cooperation. Magnaghi, A. (Ed.). (1990). *The territory of living: local development as a strategic alternative*. Milán: Franco Angeli.. Milan: Franco Angeli.

Contribution of the mutual insurances in Korean social economy to the community

[LEE Hyangsook](#) (iCOOP Co-operative Institute, Korea)

'Gong-je (공제, 共濟)' which is the mutual insurance in Korean originally means "sharing together" and represent the tradition of mutual aid such as Dure and Village rules (Hyang-yak) in the past. Based on the spirit of mutual aid, the mutual insurance is a system which plays the role of savings and insurances in mobilizing contributions from a number of members. In this sense, it seems similar with the life insurance or damage insurance. However, while the insurance is a commercial activity targeting the public as general clients, as a kind of mutual aid activity among members in a specific organization, the mutual insurance has a limited pool of potential adherents.

Recently, Korean mutual insurances provide various services to individual members, such as support for the medical cost, loan for urgent financial needs, and mutual aid for personal events, as well as to enterprises, such as loan for urgent business needs and compensation for damages. Among the mutual insurances, those carried out in social economy organizations are more strongly based on the perspective of concerns for the community because they mainly rely on the excluded population, such as weaker population, small and medium size entrepreneurs, fishermen etc. However, their role in the community where they are located did not get sufficient attention. Therefore, in considering that the mutual insurances in social economy organizations are contributing to their community in a significant way, this research aims at understanding their contribution to the community.

In defining the scope of social economy organisations with social enterprise, cooperative, community business, self-sufficiency enterprise, and agricultural and fishery business corporation, the research will investigate seven social economy organizations which carry out the mutual insurance services: National Association of People's Cooperation, Social cooperative "Dong-haeng", Band Foundation, Central union of SMEs, community credit cooperatives, credit unions and fishery cooperatives. It will explore the contents of their contribution to the community mainly based on the desk research in complementing with interviews.

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Keywords: social economy, cooperative mutual insurance, community

The Social Economy Organizations and Networks in Rural South Korea – Trends and Challenges

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Our main concerns in this paper are with the several kinds of social economy organizations and the networks of them in rural South Korea, in where social exclusion is likely to be prevalent. Approximately, there are 6,000~6,500 social economy organizations which have been set up from 2012. Most of them are cooperatives. And, most of their operational social aims are either to offer jobs or to provide social services for the disadvantaged social groups in rural communities. They have several normative principles as a social economy organizations.

In the context of rural community, the two principles are more emphasized than the others; 1) the community's initiative and participation, and 2) sharing resource with community. The social economy organizations are involved in various types of business. The greatest number of social economy organizations are doing businesses in agriculture and agro-industry. Most of them are small businesses. Sometimes, we could find that the small organizations formed strong and cooperative networks in their own local communities so that they could unfold their diverse activities. In doing so, they made many social innovations in rural areas. It is enough to say that the social economy has passed the initial stage and have just entered the diffusion stage in rural South Korea.

The social economy is confronted with some challenges, as follows. Firstly, the social economy movements should be based on the needs of community in both setting up a new social economy organization and managing businesses. Secondly, networking and cooperation between social economy organizations should be expanded and strengthened. Thirdly, the sound governance with public sectors such as local governments should be built.

Keywords: social economy, community development, network, governance, social innovation

Developing an alternative model of cooperative: A case of auto rickshaw taxi cooperative in Cambodia

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According to the International Cooperative Association (hereafter ICA), a cooperative is defined as an autonomous association to spontaneously meet community's ultimate economic and social demands and needs (ICA 1995). However, the definition is hardly applied to those countries which are absent and/or lack of legislation toward cooperatives in reality. This study includes the case of auto rickshaw taxi cooperative mainly composed by young people in Dankor, near the Capital City of Phnom Penh, Cambodia, and focuses on not only capacity building for cooperative identity and self-reliance but appropriate roles and responsibilities of outside agencies. The taxi cooperative has been launched since 2019 under the collaboration with Good Neighbors Cambodia (hereafter GNC), an international non-profit organization (hereafter NPO) that supports financial and technical assistance and information sharing. The majority of cooperative members are living in poverty in the area, and in particular, for the youth members, they used to be direct beneficiaries of child sponsorship program run by GNC for more than 10 years and were discharged after becoming adults.

This study therefore points out an issue of organizing a cooperative and suggests an alternative model and partnership development in developing countries where no proper legal system exists. This study also analyzes activities of cooperatives including government relations and cooperation with NPOs in order for enhancement of organization and public services, based on the theoretical framework of empowerment theory.

Keywords: cooperative model development, taxi cooperative, youth employment, increase of income, Cambodia

Alternative Rural Development Strategy with Local Organic Food Cooperative Movement for producers-consumers coexistence

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This study aims to investigate how Local Organic Food Cooperation Movement works at the rural community level and how it affects the rural community development. This study categories three core factors – Cooperation, Solidarity, and Locality which make up the values of cooperative to analyze the relationship process between these factors and rural community development. Particularly, each of the core factors - *Cooperation*, *Solidarity*, and *Locality* are corresponded respectively to cooperation or cooperative relationship of each local cooperative organization, combination and connection of among cooperative organizations throughout the local community and support to build the environment of cooperative organizations' appearance and activity in the local community. This examines the internal interaction among the three factors and its impact on rural community development.

In order to analyze in empirical way, Goesan area in ChungBuk Province, Korea will be the case to analyze the dynamic process of HANSALIM¹²'s Local Organic Food Cooperation Movement's contribution to rural community development. For the past 35 years, Goesan area has been working in Local Organic Food Cooperation Movement for producers-consumers coexistence as the core member of HANSALIM. Consequently, 7 farm production organizations, 3 livestock production organizations, 3 processing organizations and 5 affiliated organizations (HANSALIM Goesan Farmers' Association, HANSALIM Goesan Shop for consumers, HANSALIM Seoul Farm for Return farmers and such) have established and continued operation as of 2019. The number of members is 1,847 households (208 farmers, 1,540 consumers) and sales of the local organic food which they produce takes up an enormous part of its total sales in Goesan area.

This study utilizes and analyzes business performance data of HANSALIM organizations in Goesan area and assessment data from the survey conducted with HANSALIM members in Goesan area about rural community development and Cooperation, Solidarity, Locality. This study's analysis techniques are Descriptive Statistical Analysis and Multiple Regression Analysis. According to these results, Local Organic Food Cooperation Movement build up by farmer and consumer can be regarded as an alternative strategy to make rural community development possible. Also, theoretical and practical implication of new rural community development paradigm based on Cooperation, Solidarity, and Locality - the cooperative value will be suggested.

Keywords: local organic food, rural community development, cooperation, solidarity, locality

¹² HANSALIM is the group of various cooperative organizations handling local organic food with producer and consumer together starting from December 1986. HANSALIM has meaning of coexistence; all the living things live together with values and world view of Life. There are 2,192 households of farmers, 108 processing company and 695,997 households of consumers in HANSALIM as of 2019.

Subject relationships in the community as an impetus for the development of the profile of a cooperative person.

[Carla Santos Machado](#) (Coordinator, Postgraduate Studies and Extension at the Cooperative Teaching and Research Faculty of the State of Mato Grosso – I.COOP, Brazil)

Since Greek antiquity, Aristotle referred to the person as "zoon politikon", which in its literal sense means "civic animal", referring to the condition of persons as beings who are related, in order to become persons. A human being "needs" others to build the environment in which he himself learns to "Be Human".

As a social being by nature, man needs others in order to live life in a more human way. His existence is born to meet the other and is realised in the relationship with him, to the extent that he comes into contact with his neighbour and recognises him as his equal. This "existing with" is imprinted in his nature; he cannot develop without this relationship with his fellow human beings.

To become a person who is able to be aware of himself, to take himself into consideration and at the same time to perceive his neighbour as a subject in himself, is an achievement in human maturity. Without this awareness, we would live like any other irrational animal.

By recognising each other as equals, we create the possibility for positive and healthy interactions, respect, empathy and mutual cooperation. By perceiving others as perceived, the human being creates a community, generating the possibility of collaborating, working together and cooperating. The emergence of the person as a mature subject creates the conditions for the emergence of the cooperative community.

"If he is a Subject and the others are equally so, this "living with" will no longer be an amorphous collectivity, susceptible to become a mass, but a community of affections. In the notion of Subject is already enclosed the notion of Community. And if this community is composed of active Subjects, Cooperation is born" (Lanki, 2014, p. 12).

Person and Community cannot be thought of in opposition, but in a mutually empowering action. The individual can only become a full person if he or she develops an ethical sense in relation to others with whom he or she interacts and lives. At the same time, the community offers the individual the initial support for his or her development and the natural space for the exercise of social responsibility.

The person, immersed in the community, finds in cooperation the necessary impetus to multiply his or her efforts and create cooperative entities. At a conceptual level, the central actor in the co-operative is the person, and that person is formed in the relationship between people, thus generating the Co-operative Community.

Co-operative Organisations place people at the centre of the business as a purpose for individuals to make room for the joint construction of prosperity and the profits, obtained with balance and equality by collective work, are distributed among all in proportion to their efforts.

The greater the social integration of the group, the greater the willingness to work. Workers do not act and react in isolation as individuals, but as members of groups. By cooperating with each other, people are strengthened, motivated and work collectively to overcome difficulties and obstacles that they could not achieve on their own.

Hawthorne's experience, like the study developed by the Australian psychologist Elton Mayo, who later gave rise to the School of Human Relations, demonstrated that the level of production is not determined by the physical or physiological capacity of the employee, as the Classical Theory asserts. It is the social norms and group expectations. It is the social capacity of the worker that determines his or her level of competence and efficiency and not his or her ability to execute efficient movements within the set time.

The view of cooperative identity that this summary addresses focuses on the psychological laws that animate the human and social being. It is the view of those whose object of study is the profile of the co-operative person within the organisational and community context and the relationships between the subjects that make them up.

Keywords: community, cooperative, profile, social, subject

3.5. COMMITTING TO OUR COOPERATIVE IDENTITY FOR FACING CRISES WITH STRENGTH



Cooperatives and (post-) COVID-19 pandemic

Cooperatives and social and solidarity economy in Argentina. Trajectory and its current role in complex scenarios.

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With our paper we want to contribute to the reflection of the cooperative identity in articulation with the Social and Solidarity Economy in Argentina from the presentation of the results of a survey carried out by DRyES/CEUR, called: Situation and perspectives of cooperatives and SSE organisations in times of Pandemic Covid-19. The health emergency and the Social, Preventive and Compulsory Isolation (ASPO) exacerbated the socio-economic problems faced by Argentina at the beginning of 2020. The heterogeneous Social and Solidarity Economy sector did not escape the effects of the pandemic. They started from a complex situation associated with the effects of the neoliberal policies implemented. Faced with this situation, we undertook a survey with the aim of understanding the situation of the cooperative sector and the SSE, through the voice of its protagonists in relation to their main problems, the strategies developed and their proposals and future projections; addressing the new interfaces between the cooperative sector and the SSE entities with public policies; the study was based on the collection of information through two self-administered questionnaires. One focused on surveying the perspectives of officials, leaders and researchers (FDI) linked to the field of the SSE, and the other focused on surveying the views of cooperative members, members of SSE organisations and Associations (SSE Associations). In this way, we obtained 60 responses that show the diversity of Argentinean cooperativism, but we can also observe major points of contact that we believe, and the results confirm this, are linked to its "original roots", associated, on the one hand, with solidarity with society as a whole and, on the other, with the creation and maintenance of collaborative networks between the sector's own institutions.

The Argentinean experience, we believe, will allow us to accompany a debate centred on a series of proposals-initiatives that reaffirm the cooperative identity and expand its alternative scenario to the current expulsive and inequitable model, which is in full evidence in this situation of the Covid-19 pandemic. Our presentation will be a synthesis of experiences and analyses carried out through academic research projects, making an evaluation that articulates the advances and challenges of the Argentinean cooperative reality and its articulation with the rest of the institutions of the Social and Solidarity Economy.

Keywords: cooperatives, Argentina, Social and Solidarity Economy, applied research, interdisciplinary research groups.

Rebuilding the economy after Covid-19: the contribution of large cooperatives to the recovery phase

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In 2020, the Covid-19 virus hit people and businesses hard in different areas of the world, triggering a rapid global recession. Among the OECD countries, GDP decreased by 1.8% in the first quarter of 2020 and by 10.6% in the second. Although there has been some slight recovery in the third quarter of 2020, 2021 has started with signs of uncertainty due to the resurgence of Covid-19 infections and the reintroduction of measures to contain the spread of the virus (OECD, 2020; OECD, 2021).

Even cooperatives, which have shown resilience in recent economic crises (Michie, Blasi & Borzaga, 2017; Birchall, Ketilson, 2009), have experienced a year of uncertainty. Cooperatives in different areas of the world, especially those active in the sectors of activity most affected by the crisis, have seen their revenues fall (Cooperatives Europe, 2020; TANGO International, 2020; Confecoop, 2020). Nonetheless, cooperatives have been able to react in a short time by implementing a wide range of emergency measures to protect employment and their workers, from measuring temperatures to smart working and childcare services or modifying paid time-off measures (ILO, 2020).

The reaction of cooperatives to the first wave of the pandemic obviously varied from country to country, also in consideration of the diffusion of the pandemic. But the size of the cooperatives is also a factor, with small enterprises needing more immediate liquidity aid and medium/large ones requiring business planning and protection equipment (Cooperatives Europe, 2020).

For this reason, in 2020, the World Cooperative Monitor – a project promoted by the International Cooperative Alliance with the support of the European Research Institute on Cooperative and Social Enterprises (Euricse) - investigated the emergency actions implemented by large cooperatives by studying some case studies of cooperatives around the world, emphasizing how they reacted to the first waves of the pandemic and their contributions toward supporting workers, members, and the communities in which they operate.

The limited amount of data available and the prolonged nature of the pandemic, however, made it difficult to paint a complete, global-scale portrait of the actions implemented by large cooperatives to respond to the challenges that have arisen in the last year.

Moreover, the year 2021 promises to be a year of multiple challenges. While policymakers will have to tackle the pandemic that is still underway with public health measures and the management of vaccination plans, they will also have to promote measures aimed at ensuring a strong economic recovery while guaranteeing sustainable and more equitable growth (OECD, 2021). Indeed, it has been evident that in the last year, due to the pandemic, sustainable development has been somewhat buried in government agendas. In just a few months, COVID-19 has threatened many of the results achieved over the last years on the front of poverty and hunger reduction, health care and education and thrown millions of people - especially the most fragile and those in precarious conditions - into a situation of health, social and economic uncertainty (UNDESA, 2020). However, sustainable development is more relevant than ever.

Having said that, it is natural to raise the question of what contributions cooperatives, especially large cooperatives, can make, even in the post-pandemic restart and recovery phase. For this reason, the World Cooperative Monitor researchers continued the work started in 2020 by looking at more case studies of cooperatives focusing on their actions during the pandemic and exploring the actions they aim to implement to ensure a more sustainable and inclusive recovery by looking at large cooperatives from all regions and covering a wide range of economic sectors.

This paper, therefore, intends to present the main results of this research activity conducted in the scope of the WCM together with ICETT and the ICA regional offices, reflecting in particular on the role that large cooperatives can play in the restart and reconstruction phase of a more equitable and inclusive society, also providing some concrete examples of promoted actions.

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Keywords: large cooperatives, Covid-19, recovery, resilience, sustainable development

The Trust Crisis of Current Democracies and the (potential) Cooperative Solution - Waiving the Cooperative Alternative to Capitalism

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The trust-crisis that surfaced with Covid-19 relates to both the political and the economic arenas, and particularly to the collaboration between untrusted governments and profit-maximization corporations. It is manifested in an unprecedented wave of conspiracy theories, causing millions of people to deny vaccinations, that can protect them and the society at-large from a murderous world-wide pandemic.

The huge profits the medicine companies make from selling the vaccines, along with an extended validation process led to sceptic reactions both from right-wing extremists opposing all state intervention and left-wing anti-capitalist activists.

The criticism is not unfounded. There are many questions worth answering regarding the public finance of the pharmaceutical companies withholding all guarantees for price and circulation of vaccines. There are dramatic issues of enclosed agreements between countries and corporations and puzzled national decisions preferring engaging with private companies to public institutions who seemed to be able to develop just as good product if got the funds in due date.

This extreme manifestation of distrust is yet another stage of a long-time democratic deficiency. It has a lot to do with the exclusion of democracy from the economic arena, the lack of transparency and the understanding there is nothing profit-maximization companies will not do for gaining profits. This time of crisis might become an opportunity to present vital economic alternatives - not utopian ideas, but long-time operating, clear and distinct forms of people-based democratic organizational and incorporation models, that do not follow the logic and practice of the capital-based company and can offer a viable economic-democratic option for enterprises as well as for a political-economic system.

[Extended abstract \(EN\) available](#)

Ecuador's cooperative sector: analysis of its current and future role in the country's economic recovery

[Santiago Geovanny Gallegos Caiquetán](#) (Professor, Universidad Internacional del Ecuador, Ecuador) and [Hilda Paola Muñoz-Pico](#) (Professor, Universidad Internacional del Ecuador, Ecuador)

Cooperatives, as an instance within the financial sector, play an important role in society, especially in market segments that have certain types of entry barriers to the traditional banking sector by facilitating access to financial services. In the case of Ecuador, they have existed since the end of the 19th century, and under the current Constitution - in force since 2008 - they fall within the sector known as the "Popular and Solidarity Economy". Currently, the number of cooperatives in Ecuador has grown: there are 887 savings and credit cooperatives, as well as five other types of cooperatives according to their specific foundational objectives: production, housing, consumption, insurance and services. Since 2008, the country has created a state institutional structure to control and support these types of institutions. The Superintendence of Popular and Solidarity Economy (SEPS) and the National Corporation of Popular and Solidarity Finance (CONAFIPS) were created. However, with the global health crisis resulting from COVID-19, the cooperative sector has been affected. The growing number of unemployed people has reduced their capacity to save and to pay their obligations to the cooperatives, which has an impact on the availability of resources to serve other members, mainly with financing needs. All this generates a perverse vicious circle that accelerates the deterioration of social equality in income, thus making the whole economy more precarious. For this reason, this study seeks to determine how cooperatives in Ecuador meet the demand for local financial services to market segments that require them and analyses the potential of their current and future role in achieving their goals in the context of the pandemic. This was achieved through an analysis of legal bases and information from government entities in Ecuador, among other sources. It is concluded that the priority objectives of cooperatives play an important role in facilitating and contributing to the country's recovery.

[Extended abstract \(ES\) available](#)

Keywords: cooperative societies, cooperative social action, cooperativism and society, social justice

The COVID-19 crisis and the global microcredit industry: An opportunity to move to new local cooperative financial models

[Milford Bateman](#) (Visiting Professor, Juraj Dobrila University, Croatia / Adjunct Professor, St Mary's University, Canada)

The microcredit model is a financial innovation that, since the 1980s, has been widely promoted in the Global South to combat rising poverty, joblessness, inequality and gender disempowerment. Defined as tiny loans - microloans - that are used to establish or expand an informal microenterprise or self-employment venture, the mainstream belief is that microcredit has been very successful in its assigned mission (Yunus 1989). However, the COVID-19 crisis has now created an unprecedented global crisis, and the global microcredit industry is likely to be one of its many institutional victims. The incomes of the global poor are in free-fall right across the Global South and, among other things, they will likely be unable, and perhaps also unwilling, to repay the very large quantity of microcredit they have racked up with the world's microcredit institutions (hereafter MCIs). As a result, very many MCIs in the Global South have been quickly plunged into serious difficulty, and many are not expected to survive unless external financial support arrives soon. Accordingly, rescuing the global microcredit industry has become one of the paramount objectives of the international development community as it responds to the rapidly deteriorating situation in the Global South. Significant financial and other forms of support are already arriving not only to directly assist many of the world's MCIs, but to support the commercial banks and global investors that finance their operations by lending capital for on-lending to their poor clients. If, as is now expected, the COVID-19 crisis extends well beyond 2020, considerably more financial support is expected to arrive in order to bail out very many MCIs. But if all goes to plan, the vitally important global microcredit industry will be saved from collapse. It will then be able to play a central role in helping the poor cope during the duration of the COVID-19 crisis, and then in rebuilding their lives and communities in its long aftermath.

The entire international development community effort to rescue the global microcredit industry is based on the unshakeable belief that microcredit has been a very successful anti-poverty intervention to date. It therefore seems entirely logical in these difficult COVID-19 times to want to continue to provide microcredit to the global poor. Summing up the widely-held feeling was the UK's *Economist* magazine (August 15th Edition), which proclaimed "nursing the (microcredit) industry back to health will give a big bank for the buck". It also follows that there is no sense in making any major changes to the structure and operations of the global microcredit industry. Why tinker with what is widely believed to be a winning formula?

But what if the long-standing belief in the power and impact of microcredit is actually misplaced and, in fact, microcredit doesn't actually 'work'? This would blow out of the water the rationale for wanting to rescue the global microcredit industry. Yet sadly, this is indeed the sour reality that has emerged in recent years (Bateman 2010). Today even one-time leading microcredit advocates, including the 2019 Nobel Economics Prize co-recipients Abhijit Banerjee and Esther Duflo, now pretty much accept that microcredit has had zero impact on poverty (Banerjee, Karlan and Zinman 2015). Even worse, a growing number of economists have demonstrated that microcredit has actually seriously *undermined* the fight against poverty in the Global South (Bateman and Chang 2012, Bateman, Blankenburg and Kozul-Wright 2019, Mader 2015). Rescuing the global microcredit industry today is, therefore, not a straightforward issue. Bailing-out a major financial intervention that has actually failed in its assigned mission to date is surely the textbook definition of 'throwing good money after bad'.

In the context of the worst economic and social calamity since the Great Depression, I argue that bailing-out the existing global microcredit industry is not the best way to assist the global poor. Instead, at such a critical time in human history, a radical new approach to local finance is urgently required based on 'buy-outs not bail-outs'. This approach involves using bail out funding to rebuild local finance in the Global South through the programmed conversion of ineffective and failing MCIs into a variety of community-owned and controlled financial institutions. Specifically this would involve promoting and funding conversions of MCIs into (1) credit unions, (2) financial cooperatives or (3) cooperative banks. Unlike in the case of microcredit, all three of these community-based local financial institutions have a very impressive track record of resilience and in successfully addressing poverty and promoting sustainable and equitable development everywhere in the world (Goglio and Alexopoulos 2012, ILO

2013, McKillop *et al* 2020). Not least this is because they are not designed to *extract* wealth from the community to be enjoyed by a narrow financial elite (and one that is increasingly located abroad in 'tax-efficient/low regulation' jurisdictions), but to *recycle* wealth back into the community to be used by members and the wider community (including successive generations). This reinvestment aspect has long been known as one of the keys to successful local economic development (Hirschmann 1958), and it also very much resonates today as a key aspect in the rebuilding of communities in the aftermath of the COVID-19 crisis (Guinan, Leibowitz, McInroy and and McKinley 2020). In addition, being built on principles of democracy and participation, community-owned and controlled financial institutions have historically played an important role in consolidating and extending democracy into the wider fabric of the local community.

A further issue is that of 'fintech' (financial technologies). One of the major outcomes of the COVID-19 crisis to date is that fintech has begun to spread very rapidly indeed, largely because digital payments are a safer alternative to having to leave one's home and use potentially infective cash money in financial transactions. This explosive growth of fintech is being presented as having major positive impacts upon the global poor in the current context of COVID-19, but also into the longer term as financial institutions are now able as never before to reach into and 'financially include' almost every individual and community on the planet (Haidar 2020). Rather than portending a major advance for the global poor, this development runs the risk of creating an historic setback. This is because the principal reason why established private banks, MCIs and private investors are today aggressively pushing for the adoption of fintech is that it will enable these for-profit financial institutions to begin to drain communities in the Global South of their wealth at a scale and scope not seen since raw material extraction began under colonial regimes in the early 17th century. In other words, fintech opens up the door to a new 'extractivist' financial dynamic powered by digitalisation. It will allow for fintech-enabled financial institutions to tap into the tiny financial transactions of the global poor and use these as the 'raw material' to enable massive wealth generation and extraction, the vast bulk of which, one might logically expected, will head to the major financial centers in the western economies where most fintechs or their investors are legally based. Indeed, one indication of how far and how fast this has dynamic has already evolved in Africa is illustrated by the fact that Africa's most profitable company is now Safaricom, a company that has enjoyed Wall Street profits in recent years (\$US747 million in 2019-20). This profit was largely generated thanks to its iconic M-Pesa money transfer platform, which is widely seen as the most influential fintech of all. It is also noteworthy that Safaricom transfers the vast bulk of this profit to its foreign owners/investors resident in the UK, South Africa and in other 'tax efficient/light regulation' jurisdictions, such as in the Caribbean (see Bateman, Duvendack and Loubere 2019). There is therefore a genuine urgency for cooperative financial institutions to rapidly adopt fintech in order to provide a socially-optimum alternative to the destructive profit-driven 'extractivist' dynamic that is already beginning to emerge in many parts of the Global South.

This paper will discuss the logic, legal and organisational structures, practicalities and possibilities of facilitating conversions from an MCI to a cooperative format as the COVID-19 crisis continues and in its aftermath. The example of Cambodia will be used. As now the largest microcredit sector (per capita) in the world, and one of the most profitable too, but also one of the most destructive across many areas, the impending failure of many microcredit institutions has opened up discussion with several stakeholders as to what better alternatives exist and how might they be established using bail-out funding. The overall aim of the paper will be to argue against a repeat of the scenario that emerged in 2008 when the large and hugely profitable that created the global financial crisis were extensively bailed out and left completely unchanged. This was not only a waste of vast sums of public money that could have been better invested in a variety of more effective cooperative-based financial institutions (as was proposed in the UK, for example, with regard to the bail-out of RBS), but it made it almost inevitable that another financial crisis, perhaps much worse than in 2008, will take place in the near future.

Advancement of knowledge

This proposal will extend our knowledge of the advantages that community-based financial institutions have over for-profit microcredit institutions, which currently dominate the local financial systems in the Global South, while also extending our knowledge of why, when and how to convert failing for-profit microcredit institutions into community-based financial institutions.

[Extended abstract \(EN\) available](#)

4. LIVING OUR IDENTITY FOR THE BEST OF SDGs



SDGs

CSR and transition, renewal and challenges for the cooperative identity

[Eric Bidet](#) (Professor, LE MANS UNIVERSITY / ADDES, France), [Maryline Filippi](#) (Professor, BSA, INRAE AgroParistech, University of Paris Saclay, France) and [Nadine Richez-Battesti](#) (Professor, LEST, University of Aix-Marseille, France)

There is now a growing consensus on the need to embark on an economic, social and environmental transition, which has been reinforced by the recent health crisis, both because of its devastating socio-economic effects and because of the causes that reflect the failure of the corporate governance model and the methods of new public management. At the international level, this concern has deeply inspired the 2030 Agenda and the achievement of the Sustainable Development Goals (SDGs) (OECD-FAO, 2017; OECD, 2018). In the entrepreneurial field, it has centred on the notion of Corporate Social Responsibility, which has notably led to the construction of new tools such as the ISO 26000 standard (ISO 26000, ISO26030). It has become a major issue as the main vector of societal and responsible commitment and as an opportunity to increase profits and/or reduce the negative impacts of stock market capitalisation and financialisation of companies.

CSR is also supported by legal provisions that aim to move away from a vision of the company whose purpose is short-term financial performance in the interests of shareholders alone (Friedman, 1962). This different vision of the company has been reflected in new legal forms that have appeared over the last 20 years: Benefit Corporation, Public Benefit Corporation or Social Purpose Corporation in the United States; Community Interest Companies in the United Kingdom; social cooperatives in Italy; sociétés à finalité sociale in Belgium; société coopérative d'intérêt collectif in France, social solidarity cooperatives in Portugal; Società Benefit in Italy; Corporacion de Beneficio Social in Puerto Rico, etc. It has also inspired a broader reflection aimed at re-founding the enterprise on pluralistic bases, which in France inspired the PACTE Law voted in 2019. In particular, it introduces the status of "mission company", adopted at the end of 2020 by nearly 90 companies. Its objective is to rethink the place of the company in society by offering new tools for responsible governance integrating social and environmental performance: "The company (the legal term used to designate the company) is managed in its social interest, taking into consideration the social and environmental issues of its activity" (Loi Pacte, 2019, art. 169, p. 107).

In this context, cooperatives make a specific contribution due to their intrinsic characteristics, the specificity of their governance, and their ability to combine social and economic logic. Responsible governance, which characterises the cooperative model and is expressed in the principle of dual quality and in strict rules governing the distribution of surpluses, shows that the ambition of the cooperative model is to reconcile economic efficiency and social justice, solidarity and collective action (Roelants, 2013). Since their emergence in the 19th century, cooperatives have expressed in their founding principles this ambition to combine an economic dimension with a social or even societal dimension through the 7th principle of the ICA. They even displayed a desire to radically transform society and the productive system with what Charles Gide called the "Cooperative Republic". Due to its intrinsic characteristics, the cooperative model, in particular in its variants integrating multi-stakeholderism and a strict non-profit approach, seems to be in line a priori with the objectives of the transition towards a more responsible model and the desire to move away from a shareholder-based vision of the company.

Paradoxically, however, this model is given little consideration in the proposals made and its role is often reduced to that of one form among others for organising employee participation in governance through the specific SCOP model (Bidet et al. 2019). This lack of interest in the cooperative model and, more broadly, in the social economy enterprise model, reflects the fact that it appears both too ambitious and insufficient. Too ambitious because it proposes, with democratic governance and a strict framework for the distribution of surpluses, a radical break with the model of the classic company, which is not desired by the majority of players. Insufficient because the democratic governance inherent in the cooperative model, although it provides guarantees that more varied interests and expectations than those of shareholders will be taken into account, is weakened by legal arrangements and financial abuses and

does not offer solid guarantees with regard to the expectations of CSR and the environmental transition (Nekhili & Bidet, 2020)

[Extended abstract \(FR\) available](#)

Keywords: Cooperatives, transition, CSR

Cooperative identity and Corporate Social Responsibility: a leverage effect for attaining SDG objectives

[Maryline Filippi](#) (Professor, BSA, INRAE AgroParistech, University of Paris Saclay, France)

As early as 1987, the Brundtland Report was to underline three essential dimensions of Sustainable Development: economic, social and environmental (GRI and UN Global Compact 2017, 2018; ILO, 2008). In Europe, Agenda 2030 highlights just how manifold the challenges for food chains are (Poppe et al., 2018). Of the 17 sustainable development goals (SDGs) set by the United Nations, many are relevant to the food system (OECD & FAO 2017). Agricultural and Agri-food sectors are the main drivers of the agro-ecological transition. The ecological transition stresses the need to radically change the system, with agriculture and the food sectors playing an important part in the solution. Yet again, FAO has signaled the powerful role played by agricultural coops in giving producer-members access to market, health services and education (FAO et al., 2017) stressing that, in order to be fully productive, small farmers, fishermen, livestock keepers and forest users in developing countries need services often absent from rural areas. We need to consider that “cooperatives are **people-centered enterprises** owned, controlled and run by and for their members to realize their common economic, social, and cultural needs and aspirations”, businesses **driven by values**, not just centered on profits, acting together to build a better world through cooperation (ICA, 1995, 2016). In recent years, organizations in the food chain have been under increasing pressure from consumers worldwide to integrate sustainable development and social responsibility throughout the whole value chain of their operation (Alroe et al., 2017). Cooperatives are, undoubtedly, enterprises that form part of the Social and Solidarity-based Economy: does that, however, suffice to make them inherently more responsible than business enterprises? Corporate Social Responsibility (CSR) and coop values are both closely entwined. The more coops reinforce their cooperative commitment, the more they increase their CSR.

This article analyzes how the agrifood coops develop their economic, environmental and social sustainability and CSR while attaining their SDG objectives. The core message here is that CSR commitment constitutes a lever that reinforces their identity. The article explores how agri-food cooperatives engaged in societal responsibility approaches can use them to enhance their bonds with members, thereby developing a way to revitalize their cooperative principles. We study how and why coops are voluntarily engaged in CSR, analyzing how this helps them enhance the economic, environmental and social sustainability of food and agriculture. Our hypothesis is that, in order to ensure real commitments, reduce their alienation from members and to be responsible, coops need to rethink their relationships, focusing their strategy in terms of Sustainable Supply Chains, *i.e.* creating and sharing added-value for all stakeholders. Coops need to participate and share, equally, throughout the entire value chain, as a good way to guarantee transparency at both consumer and shareholder levels. If coops have human values, the question is whether they are *ipso facto* more responsible. Using CSR to achieve a leverage effect constitutes one more way to approach the revival of their identity.

[Extended abstract \(EN\) available](#)

Made for co-ops, by co-ops: The development of co-operative-designed indicators for the SDGs.

[Fiona Duguid](#) (CEARC Fellow and Adjunct Professor, Saint Mary's University) and [Daphne Rixon](#) (Assistant Professor, Saint Mary's University)

After decades of work with the United Nations, 193 countries, including Canada, adopted *The 2030 Agenda for Sustainable Development* in 2015 (United Nations, 2019a). The Sustainable Development Goals (SDGs) provide “a shared blueprint for peace and prosperity for all people and the planet, now and the future” (United Nations, 2019b). Since the signing, there has been a growing need and interest in how to measure and report on the SDGs (Sustainable Development Solutions Network, 2015). In this time of dramatic climate change, political instability and severe inequality the SDG framework is crucial to the short- and long-term sustainability of the planet and the people on it. The Canadian co-operative sector does not have a mechanism to design, measure and report on the sector's SDG impact. This participatory action research project aims to answer the following: how is the Canadian co-operative sector contributing to Canada's measurement and reporting on SDGs' impact?

Key here is the need for empirical, standardized data that can be reported by each co-operative to their members, as well as aggregated into a national dataset describing the co-operative sector as a whole. The goals of the project are to: develop a set of SDG indicators relevant to the co-operative sector; create a streamlined process for co-operatives to understand their co-operative's SDG impact; assess their co-operative's SDG impact; provide information to the co-operative sector on the SDGs; and network with other sustainability-minded co-operative leaders from across Canada.

Given the increased interest in the SDGs globally and in Canada, and their growing importance regarding building resilience, stability, peace, and public security, the co-operative sector is ripe for understanding their role and improving their contributions to these global goals.

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Keywords: SDGs, measurement, performance, impact

Socio-demographic characteristics of cooperatives. Towards the measurement of their contributions to the achievement of the SDGs. The case of the Colombian cooperative movement

[Néstor Alfonso Rodríguez Espinosa](#) (Doctoral student, Universidad de Valencia / Researcher, Unicossol Corporado, Spain)

More and more voices are coming together to seek a better world for all, from academia in the creation and transfer of knowledge, from communities in the construction and implementation of proposals for a better world. But also from those who can influence decision-making. This is the case with the proposal of the Sustainable Development Goals (SDGs) and the quest for implementation through the 2030 Agenda, which invites government representatives, civil society, academia and the private sector to take ownership of this ambitious agenda, to debate it and use it as a tool for the creation of inclusive and just societies, at the service of the people of today and future generations (ECLAC, 2017).

Cooperatives are no strangers to these proposals, with the International Cooperative Alliance (ICA) itself recognising the ambitious nature of the SDGs, and inviting cooperatives worldwide to intensify their commitment to and immersion in the SDGs, noting that this commitment dates back long before the adoption by the United Nations of the 2030 Agenda (ICA, 2017).

There is a need to know what contributions co-operatives can make to support the 2030 Agenda in fulfilment of the SDGs. Many cooperatives around the world have registered their commitment on the International Co-operative Alliance's platform www.coopsfor2030.coop.

The COVID-19 crisis has further deepened the problems that led to the adoption of the SDGs and calls for a greater commitment to bring about urgent and transformative change for the achievement of the SDGs, as stated by the UN Secretary-General in his inaugural speech at the 75th General Assembly of the UN. In this context, the ICA indicates that cooperatives are precisely the great allies for accelerating the implementation of the 2030 agenda, for two fundamental reasons: 1) their values and principles are aligned with these goals; and 2) cooperatives are rooted in the territories, attentive to the needs of each community, which is ultimately the protagonist of its own destiny through the co-operative organisation (ICA, 2020).

The aim of this article is to identify socio-demographic characteristics of the social base of cooperatives that will support the construction of a baseline to encourage the development of a systematic measurement of the management of cooperatives which, with a 10-year perspective, will contribute to the achievement of the SDGs. The starting point is the idea that cooperatives do not need special programmes to show their contributions; they are made in their day-to-day management of their operations. The Colombian case is taken, characterised by an important cooperative history of nearly 90 years of existence, and which can bring together qualities that are similar to the cooperativism developed in other countries in the world, especially in Latin America. The work is carried out in comparison with other organisations in the solidarity economy, such as employee funds and pre-cooperatives.

In order to achieve this objective, three main analyses are carried out a: 1) the information reported to supervisory bodies; 2) the interpretation of cooperative principles, based on accounting and financial information; and 3) the contributions of cooperatives to the fulfilment of the SDGs.

[Extended abstract \(ES\) available](#)

Keywords: savings and credit cooperativism, Sustainable Development Goals, measurement

Cooperatives: Present but not Visible. Evidence from Voluntary National Reviews

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Promotion of cooperative identity is one of the strategic priorities of International Cooperative Alliance (ICA) and the international cooperative movement. The Voluntary National Review (VNR) is a process through which countries assess and present progress made in achieving the Sustainable Development Goals (SDGs). The paper, '**Cooperatives: Present but Not Visible. Evidence from Voluntary National Reviews,**' proposes that it is important for cooperatives to be featured in VNRs as it presents a political opportunity for cooperatives to get involved and be recognised in the highest form of reporting on SDGs. The recognition can promote the cooperative identity and work of cooperatives to governments and stakeholders, as well as reinforce visibility at the international level.

Cooperatives as people-centred enterprises with sustainable development at their core, have been widely recognised as important players in the implementation of SDGs by many international and intergovernmental institutions such as the United Nations (UN), International Labour Organisation (ILO) and European Union (EU). Even before the 2030 Agenda became a milestone in institutionalised development, cooperatives have been instruments of change in their communities. As a people-centred enterprise model that is more than a century old and in existence in most countries for almost as much time; cooperatives are intrinsically intertwined with the development of people and hence, nation states on the whole. Irrespective of whether the cooperative movement in the region was born as a result of administrative policies of colonial governments, economic turmoil created by World Wars, influence from the West, or transitions in national markets and economies; the cooperative model has emerged as a need-based model whose success and sustainability have withstood the tests of time. In countries such as Iran and Nepal, cooperatives are recognised in the Constitution as one of the strategic pillars for national development. In present times, the generous response by cooperatives to COVID-19, reinstates that concern and responsibility for community are inherent attributes, unique to cooperatives. However, despite enjoying a long and rich presence in many countries, recognition by renowned institutions, and relevance to local needs; their visibility, especially in national development plans and VNRs remains minimal. In some countries, where cooperatives are featured in national development plans and/or policies, their role and contributions to national development and SDGs is visibly missing.

This paper reviews 36 VNRs submitted by countries from Asia-Pacific at the UN High-Level Political Forum and analyses how cooperatives have been reflected in them. It looks at the engagement of cooperatives and their representative organisations in the VNR consultative process, contribution of cooperatives to specific SDGs and alignment with national development strategies. It also reflects the views of five ICA member organisations mentioned in VNRs of their respective countries, on their role in the consultative process and their engagement with agencies responsible for preparing these Reviews.

The paper makes the case, that post COVID-19, the world will be looking at alternatives to the current market driven, consumption led, inequality widening, and environmentally depleting models. Cooperatives with their values of democracy and solidarity, as well as principles of cooperation among cooperatives and concern for community need to make their presence visible by promoting the cooperative identity, showcasing work of cooperatives on SDGs, involving themselves actively in national consultations, developing strong partnerships to advocate for cooperatives, and ensuring cooperatives are included by agencies responsible for measuring and reporting on SDGs. Enabling the visibility of cooperatives in national and international domains has an underlying importance i.e., to maintain, protect and enrich the cooperative identity. For this to happen, the inclusion of cooperatives in plans for sustainable national development and SDG reporting processes is proposed. This mainstreaming can also pave way for an enabling legal and policy environment for cooperative businesses at the local and national levels, while enhancing the scope for collaboration with government, civil society organisations, and private sector organisations at the same time.

[Extended abstract \(EN\) available](#)

Keywords: Sustainable Development Goals, Voluntary National Reviews, High-Level Political Forum, partnerships, identity

How cooperatives drive the change – A SDG Framework for Cooperatives

[Nazik Beishenaly](#) (KU Leuven, Belgium) and [EUM Hyungsik](#) (Director of Research, International Cooperative Alliance)

[Panel session] Present but not Visible: Amplifying the Cooperative Identity in SDGs

[Chair]

- [Balasubramanian Iyer](#) (Director, International Cooperative Alliance Asia-Pacific)

[Panelists]

- [Tetay Plantilla](#) (Federation of Peoples' Sustainable Development Cooperative, Philippines)
- [Chitra Kumari Thamsuhang Subba](#) (National Cooperative Federation, Nepal)
- [SEOK Kyoung-mi](#) (iCOOP Korea, Korea)
- [Simren Singh](#) (Program Officer, ICA Asia-Pacific), [Devika Singh](#) (University of Chicago, US), [Mohit Dave](#) (ICA Asia-Pacific) and [Balasubramanian Iyer](#) (Director, ICA Asia-Pacific)

Cooperatives as people-centred organizations with sustainable development at their core, have been recognized as important players in the implementation of the Sustainable Development Goals (SDGs). A number of SDGs and their indicators are well aligned with the Cooperative Identity. For example, SDG1: Reducing Poverty, is in line with the endeavour to meet members' social and economic needs; SDG8: Decent Work and Economic Growth, is supported by a democratic and member-based approach, coupled with concern for community; SDG12: Responsible Production and Consumption, is promoted by the principle of concern for community and the value of equity; and SDG17: Partnerships, is upheld by the principle of cooperation among cooperatives.

Post COVID-19, the world is looking at alternatives to the current market driven, consumption led, inequality widening, and environmentally depleting models. But what it has got so far are governments promoting economic nationalism, closing of borders, locking down citizens and trying to lift themselves by their own bootstraps. The need to promote the cooperative model with its Statement on the Cooperative Identity that includes principles and cooperative values of self-help, self-responsibility, democracy, equality, equity and solidarity have never been more urgent. As has been witnessed in the history of ICA, it is the adherence to the spirit and word that has enabled cooperatives to stand the test of time.

The 2030 Agenda is country led and takes into account national realities; is intended to facilitate learning from national experiences and promote accountability to citizens; includes Voluntary National Reviews (VNRs) that are voluntary and participatory, but based on robust evidence; and political in that they are discussed at the High Level Political Forum (HLPF). This means that the SDGs are not just implementation of the goals, but consists of being part of consultation with national agencies, engagement with stakeholders, recognition in development plans and inclusion in reporting mechanisms at the national and global level. The ICA has been promoting role of cooperatives in the implementation of the SDGs at different platforms: coopsfor2030, Global Conference and Summits, International Day of Cooperatives, Cooperatives: The power to act for a sustainable future; 2017, Cooperatives Ensure no one is Left Behind; 2018, SDG 12: Sustainable societies through cooperation; 2019, SDG 8, Coops 4Decent Work; and 2020, Cooperatives for Climate Action). However, we find that while cooperatives are present, they are not visible in important touch points – National Development Plans, National Statistics, VNR consultations and reports, Multilateral discussions. Promotion of the cooperative identity is one of the strategic priorities of ICA and the international cooperative movement. The Cooperative Identity and the role of cooperatives in SDGs need to be amplified.

Representatives from the cooperative movement and government from across the Asia-Pacific region will identify and explain the significance of multi-stakeholder partnerships and the role that the cooperative movement needs to play to make their presence more visible by promoting the cooperative identity, showcasing work of cooperatives on SDGs, ensuring they are reflected in the Voluntary National Reviews (VNRs) and National Development Plans, engaging with agencies responsible for measuring and reporting, involving themselves actively in national consultations, and developing strong partnerships to advocate for cooperatives. The panel will have the following outcomes:

- Present findings from the review of VNRs submitted by select countries from the Asia-Pacific region at the HLPF and analyse how cooperatives have been reflected in them

- Highlight the engagement of cooperatives and their representative organizations in promoting the contribution of cooperatives to SDGs and aligning with national development strategies
- Expand on how cooperatives can engage with Governments to measure and report on aspects related to SDG performance of cooperatives
- Roadmap on how cooperatives can enhance their visibility and promote their identity by actively taking part in the SDG ecosystem

Keywords: cooperative, identity, SDG, VNR, reporting

[Panel session] Unpacking the Contributions of Cooperatives to the Attainment of the SDGs in Context of the COVID-19 Pandemic

[Chair]

- [Andrew Emmanuel Okem](#) (Science Officer, University of KwaZulu Natal, South Africa)

[Panelists]

- [Shadreck Matindike](#) (Midland State University, Zimbabwe)
- [Dorcas Ettang](#) (University of KwaZulu Natal, South Africa)
- [Mercy Mwambi](#) (World Vegetable Centre, Thailand)
- [Ndwakhulu Tshishonga](#) (University of KwaZulu Natal, South Africa)
- [Julia Modise](#) (Research fellow, North-West University, South Africa)
- [Meron Okbandrias](#) (University of the Western Cape, South Africa)

In 2015, the United Nations General Assembly adopted the Sustainable Development Goals (SDGs). The SDGs comprised 17 goals and 230 indicators geared towards the attainment of a sustainable future for all by 2030. Around the world, countries are at various stages of meeting the SDG targets. The Sub-Saharan Africa region has made the least progress and is unlikely to meet most of the goals (Moyer and Hedden, 2019) while countries in the global north have made the most advancement (Swain and Yang-Wallentin 2020). The impact of the COVID-19 pandemic is undermining the progress towards the attainment of the SDGs (Hill and Narayan, 2021; Filho et al., 2020; Naidoo and Fisher, 2020) and it is projected that it is unlikely that two-thirds of the SDGs will be met because of the COVID-19 pandemic (Naidoo and Fisher, 2020). The impacts of the pandemic such as the contraction of the global economy, reduction in overseas development assistance, loss of income and the worsening impacts of pre-existing challenges (e.g. climate change, poverty, unemployment, inequality) have implications for the attainment of the SDGs particularly in middle- and low-income countries. Against this backdrop, it is important to explore options that could accelerate the attainment of the SDGs in the context of COVID-19. As Filho et al (2020:10) argue “the global crises triggered by COVID-19 mean that pursuing and implementing the SDGs are more important now than they were before, since they represent some of the means via which quality of life can be restored and the many problems associated with the lack of water, food or poor health conditions may be addressed.”

Cooperatives, because of their principles and values, are positioned to contribute towards the achievement of the SDGs. An emerging body of evidence has reported on the contributions of cooperatives to the attainment of the SDGs (Gava et al., 2021; Gutberlet, 2021; International Labour Organization, 2020; Iyer, 2020; Lopes, et al., 2020; Martinez-Leon, et al., 2020; Gicheru, 2016). This panel will explore the contributions of cooperatives to the attainment of the SDGs with a particular focus on the context of the COVID-19 pandemic.

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[Andrew Emmanuel Okem Extended abstract \(EN\) available](#)

[Julia Modise Extended abstract \(EN\) available](#)

Keywords: cooperatives, COVID-19, SDGs, refugees, resilience

[Panel session] Accounting for purpose: aligning the economic and social-environmental goals of co-operatives

[Chair]

- [Elisavet Mantzari](#) (Lecturer in Accounting, Birmingham Business School, UK)

[Panelists]

- [KOO Chungok](#) (Professor, Department of Business Administration, Seoul Women's University, Korea)
- [Maureen McCulloch](#) (Oxford Brookes Business School, UK)
- [Camila Piñeiro Harnacker](#) (NCBA CLUSA International, USA)
- [Fernando Polo-Garrido](#) (Associate Professor, Universitat Politècnica de València. CEGEA, Spain)
- [Daphne Rixon](#) (Assistant Professor, Sobey School of Business, Saint Mary's University, Canada)

Co-operative economic activity, based on self-help and mutuality, is a force for social change but often current accountability and accounting formats do not recognize this. “Commercial” co-ops report their results in terms of profit made and their social activities seem to be tagged on, just as they are for investor-oriented companies. “Social” co-ops report as not-for-profit organisations. Current co-operative accounting does not make clear the social benefits of the co-operative approach to economic activity, nor does it address the importance of democratic governance and participation—key elements of the co-operative identity and principles. There is a need for accounting and accountability for co-operative purposes based on a more holistic framework of accounting that aligns accounting on financial health with accounting for the social and environmental impact.

To address the need for accounting and reporting for co-operative purposes, the International Co-operative Alliance General Assembly in Kigali in October 2019 called for the International Cooperative Alliance (ICA) to explore the development of an international co-operative SORP (Statement of Recommended Practice) in accounting designed to permit co-operative reporting to focus on performance in line with co-operative values and principles (ICA 2019). There are also current initiatives that explore the ways co-operatives account for and report the value they create, including non-monetary measures such as co-operative performance indicators and action taken in relation to UN's sustainable development goals (SDGs) (e.g., CEARC 2021).

More deliberation and work are needed into the problems that are caused for co-operatives under accounting frameworks designed for investor-oriented organisations, the practicalities of developing a cooperative format and how the perspective of for-purpose accounting might inform a co-operative SORP. This fits into the debate about how cooperatives can align economic activity with their social-environmental values and impact and both sustain and explain their democratic organisational forms.

This panel seeks to explore these issues by asking-how can co-operatives align reporting of their economic activity with their social-environmental impact? In particular, the panel will try to address questions such as:

- What are the current accounting and accountability practices in co-operatives?
- What are the issues at a theoretical and practical level related to co-operative accounting (e.g., cooperatives' identity and purposes; decision-usefulness vs. stewardship financial reporting objectives; users of cooperative accounts; ownership, definition of and accounting for equity and membership; accounting frameworks for social value, etc.)?
- If co-ops set up their own accounting format rather than adopting and adapting reporting designed for either for investor-oriented companies or for altruistic philanthropic organisations, what would accounting for co-operative purposes look like?
 - What would financial and impact reporting for co-operative purposes look like?

- What would participants in this discussion want to see included in such a co-operative report and why?
- How can co-ops account for the multiple capitals they access in order to pursue their activities?
- How to align accounting for economic activity with accounting for social-environmental goals, including issues around non-monetary performance indicators and acting on SDGs?

CEARC (2021). Centre of Excellence in Accounting and Reporting for Co-operatives.
<https://smu.ca/academics/sobey/research-cearc.html#d.en.69295>

ICA (2019). International Co-operative Alliance, 2019, Motion on accounting standards:
<https://www.ica.coop/en/media/library/resolutions-and-declarations/motion-developing-accounting-standards-cooperatives>

Keywords: accountability, financial reporting, social accounting, SDGs

[Panel session] ESGs & SDGs Meet Their Port Alegre Moment

[Chair]

- [Ibon Zugasti](#) (Manager, LKS Mondragon, Spain)

[Panelists]

- [Michael A. Peck](#) (Executive director & cofounder, 1worker1vote, US)
- [Erinch Sahran](#) (Doughnut Economics Action Lab / World Fair Trade Organization)
- [Marie Lisa Dacanay](#) (Institute for Social Entrepreneurship in Asia, Philippines)
- [Victor Mesequer](#) (Social Economy Europe)
- [Carolyn Pincus](#) (American Sustainable Business Council, US)

The World Economic Forum (DAVOS WEF) began in 1971 on Switzerland's highest mountain peaks replicating the Parisian Sacre Coeur-Pigalle monument (erected in 1914 but conceived following the 1870 Franco Prussian war) to vertical salvation from on high trickling down to sinners below. Thirty years after the first Davos Summit (2001), Port Alegre on the Brazilian coast metastasized as the global inequality counterpoint giving visible voice to the disenfranchised and downtrodden. Another twenty years later in 2021, a follow-on opportunity exists for business community ESGs (Environment, Social, Governance) as metrics & UN SDGs (Sustainable Development Goals) as blueprint to meet their metaphorical Port Alegre moment.

A world at existential risk reeling from a lethal biomedical pandemic exposing crippling, extractive-fueled inequalities (socioeconomic & racial injustices) literally stopping traffic in situ can no longer roll the dice on quickly transitioning to carbon-free survival. Considering just the poverty index on a planet where circa 1.89 billion people, 36% of humanity, qualify under the most extreme definitions, it becomes obvious that half a century later the world's global elite still fail to understand that "nothing about us, without us, is for us". Fortunately, there is an organic way out of this self-serving, top-down vicious cycle.

"World leaders have agreed to achieve the UN Sustainable Development Goal (SDG) of eliminating extreme poverty by 2030. Meanwhile, the concentration of wealth is increasing (the wealth of just 8 billionaires equals that of 3.6 billion people, the poorer half of humanity), income gaps are widening, employment-less economic growth continues, return on investment in capital and technology is usually better than on labor, and future technologies can replace much of human labor." (Source: The Millennium Project "State of The Future" report - <http://www.millennium-project.org/state-of-the-future-version-19-0/>).

The recent rise of the global social enterprise movement heralds a new phenomenon in the transition from an extractive Shareholder Primacy to regenerative Stakeholder Centric economy stewarding both "humanity@work" and its hosting planet. Consider three data points from only the Global North transatlantic, so-called "developed" world: an estimated 471,000 UK social enterprises; Social Economy Europe -SEE- with 2.8 million members; and the American Sustainable Business Council - ASBC - and its Social Venture Circle partner with 250,000+ triple bottom-line businesses and business organizations.

Aggregating this community, the authors believe it is possible to frame a rising global "bubble-up to gusher-up" TM model that reverses exclusion in favour of inspiring inclusion in the design, practice, measurement, and enforcement of ESG/SDG metrics so that "everything cooperatively about us, with us, is for all of us". This is called "the Solidarity Dividend" and its power is both global and local energized by a planetary rejection of redlined and embedded structural inequalities over exposed by the global pandemic economy. A battered, abused Earth can no longer afford the "let them eat cake" excesses of either well-meaning or dilettante "green and purpose washing" nor the honest confusion of a purpose driven investor community attempting to synthesize principled and profitable order amid definition and criteria chaos attracting thousands of disconnected key performance indicators (KPIs) (Source: Heather McGhee's ""The Sum Of Us: What Racism Costs Everyone And How We Can Prosper Together" - <https://www.npr.org/2021/02/17/968638759/sum-of-us-examines-the-hidden-cost-of-racism-for-everyone>).

This paper calls for the emerging Mont Blanc social enterprise convening forum to create a "Social Economy Tool-Box" of ESG metrics (<https://en.essforuminternational.com/>). Aligned possibly with a European research funded mission (e.g. Horizon Europe, ERDF, Erasmus), an inclusive and comprehensive social enterprise/cooperative business approach can go beyond the Davos/WEF standards and become more social and caring economy compatible again in design, practice, measurement, and enforcement arenas. Bringing "shop floor" participants to the fore enables righteous claims to equal policy consideration and impact on ESGs/SDG formation and their performance metrics for virtuous cycle business ecosystems transcending borders, markets, and silos.

Shouldn't a post pandemic economic reordering dedicated to "flattening unhealthy curves" formulate an 18th UN SDG goal acknowledging that the foundational policy for a fair and aspirational economy working for all rests on inclusive, broadened, and deepened, local stakeholder worker and employee ownership undergirded by workplace democracy practices? Metrics show broad-based, worker owned social enterprises and ecosystems, through aligned high road principles and practices, are more stable, inclusive, equitable, democratic, resilient, and competitive with fewer job losses, especially during downturns. Research reveals that combining an equity stake with participatory ownership culture (essentially the definition of a worker cooperative) creates upwardly transformative, shared purpose-driven businesses & societies.

[Extended abstract \(EN\) available](#)

Keywords: ESG, SDG, metrics, social economy, forum

[Panel session] ESG Needs an EKG

[Chair]

- [Mary Ann Howland](#) (American Sustainable Business Network, US)

[Panelists]

- [Selma Dealdina](#) and [Sandra Maria da Silva](#) (National Quilombola, CONAQ, Brazil) / [Vasco Marcus van Roosmalen](#) (Utu Fund/Ecam, Community Development and Financial Mechanisms)
- [Gwendolyn Smith](#) (Perspective of Freedom Foundation, US / Suriname)
- [Damien Goodmon](#) (Crenshaw Subway Coalition, US)
- [Ibon Zugasti](#) (LKS Mondragon, Spain)

Environmental, social, and governance (ESG) criteria examine how a company manages relationships with employees, suppliers, customers, and the communities where it operates.

Yet, there is little to no ESG with direct involvement of the communities and territories impacted by business. Those who have the most to gain from ESG are excluded from the discussions on its meaning and how it can best be applied.

- ESG policies cannot be built only considering a company's internal processes, but by definition needs to consider its relationship with the outside world;
- it is necessary to involve communities and external actors not only in the definition of ESG policies, but also in the management and execution of ESG actions;
- Community Leaders and entrepreneurs hold valuable technical knowledge on how to develop ESG in practice burning tested and proven solutions to this impact and investment space.

Context:

ESG takes into account not only the potential financial returns of an investment but its social impact as well. The media conversation around impact investment has reached new peaks during the pandemic. Yet despite its level of attention almost no local or traditional community voices can be heard within this space.

Goal:

ASBN transform the ESG space by promoting a series of defining events with community leaders from around the world who are directly impacted by the processes ESG was meant to govern. We will bring visibility to a select group of community leaders who have found innovative solutions to positively impact along all three strategic axes of ESG (Environment, Social, Governance). The community leaders and experts listed below have decades of experience in working on mitigating the impacts of a corporate world not governed by ESG as well as having constructed concrete solutions to implement ESG in practice and in scale.

Brazil:

The Brazilian Amazon is home to 30 million people who depend on the Amazon region and almost 1 million of them are “the Quilombola” - descendants of African people who were kidnapped and enslaved, then escaped to form their own independent settlements in the forests and savannas of the Brazilian interior. After centuries of preserving their culture and fighting for their rights, the descendants of these communities are key allies in saving the Amazon and other critical ecosystems. The National Quilombola Organization in Brazil – CONAQ represents the Quilombola communities in Brazil working on legal representation, land rights, racial justice and women’s rights among others.

<https://humanamazon.global/>

UTU Social Impact Investment Fund aims to work within an identified need for long-term sustainable investments in community development and aligned with increased demand for minerals and space for the renewable energy revolution. Utilizing the latest participatory technologies and methodologies for the successful negotiations and implementation of Impact Benefit Agreements (IBAs) between companies and impacted communities, the Fund is able to unlock private investments in community development at scale while also ensuring that ESG standards are met, cleaning supply chains of critical natural resources.

Colombia:

The ECOMUN Cooperative in Colombia, inspired by the Mondragon Cooperative case in the Basque Country in Spain, is based on Social Innovation Platforms for Development. The social transformation initiative is understood as a Territorial Development pilot experience, with a Social Innovation approach. ECOMUN and the cooperatives have been structured as a group, managed with cooperative principles and values, developing sustainable businesses:

- Fish farming value chain implemented and conceived as an economic flow generation activity.
- Development of a national and regional Nature Tourism Proposal in collaboration with the municipalities

Suriname:

In their quest to balance conservation and development, the Suriname traditional people are facing many challenges. Today, Suriname is the only country in South America in which traditionally-living communities have no legal way of obtaining communal land rights, and this increasingly is leading to conflicts. Etnonomics works together with communities to develop innovative ways to transform conflicts related to land and livelihood. Together we believe by using conflict resolution tools and techniques we find more transparent and trustworthy processes in which communities are able to think beyond conflict and more towards sustainable development. <https://www.forest93.sr/>

USA:

Downtown Crenshaw Rising in Los Angeles, California is a legacy-defining collaborative project and call for unity and self-determination. Envisioned as a truly transformative project: a net positive urban village with just over 40 acres with quality retail, locally owned restaurants and grocery options, affordable housing, professional office space to encourage collaboration among business enterprises, a hotel, entertainment space, and green space, grounded in the principles of community-wealth building, matched with a neighborhood stabilization fund and featuring community ownership at every stage. <https://www.downtowncrenshaw.com/>

4.1. LIVING OUR IDENTITY FOR THE BEST OF SDGs WITH REWARDING JOBS



Work, worker cooperative

ULCCS promotes innovation and entrepreneurship through promoting diversification, technology, future skills and agribusiness

[T.P. Sethumadhavan](#) (UL Education, India), [Paleri Rameshan](#) (Uralungal Labour Contract Co-operative Society, India) and [R. Radhika](#) (Kerala Veterinary and Animal Sciences University, India)

Uralungal labour Contract Co-operative Society (ULCCS) is a 95 year old worker Co-operative based at Kerala, India. At a time when services sector supersedes the agriculture and industry sectors across the globe, ULCCS successfully diversified into potential sectors based on co-operative innovation and entrepreneurship. ULCCS explored new economic paradigms through digital transformation and new business models. This ICA member co-operative diversified from construction and infrastructure to Information technology, IT enabled services, Tourism, Education, Skill development and agribusiness. Taking into account the growth of services sector which creates 68 percent of employment opportunities in India, ULCCS established an IT company called UL Technology solutions and established UL Cyber Park. Increasing unemployment among the educated youth motivated ULCCS to launch UL education to give more thrust to education and skill development. The basic objective of the project is to create a skilled workforce in tune with future of work. Studies revealed that there exists a huge gap between available and required skills among the educated youth. Based upon SWOT analysis, focus group discussions and skilling need analysis, ULCCS established four skilling institutions to bridge the technical, domain and communication skills among the educated youth in the state of Kerala. All these institutions were developed with the technical collaborations with academia and industry. These centres are functioning with the approval of Govt. of Kerala and accreditation from National Skill Development Corporation. All the skilling programmes offered are at NSQF (National Skill Qualification Framework) levels based on future of work and skills envisaged by International Labour Organisation. Study reveals that identification of skilling needs and appropriate skilling interventions among educated unemployed youth could facilitate to improve the employability from 20 percent to 100 percent. This paved way for getting technical, supervisory and managerial positions for matriculates, diploma/technical certificate holders and graduates respectively. Sectors identified for skilling include construction, infrastructure, information technology, entrepreneurship, hospitality, management, urban planning, automation, IT enabled services, manufacturing, housekeeping, building information modeling, quality control, facility management and data analytics.

Taking into account the advances in digitalization ULCCS is giving more thrust to develop appropriate solutions for banking, finance, insurance, services and other IT industries through promoting digital technologies including automation, machine learning, deep learning, internet of things, block chain technology, cyber security, Geographic information system, data analytics and data management. Along with banking algorithms ULCCS is implementing cyber security projects to secure digital security system of financial institutions. Entire Kerala legislative assembly proceedings were converted into online digital platform through ULCCS's projects.

Covid 19 created lot of disruptions in various sectors including education and skill development across the World. In order to comply with social security system including social distancing, ULCCS's skilling institutions are offering online courses through appropriate digital platforms. Technology institutions and Universities within the country and abroad are collaborating with this project. ULCCS is conducting series of webinars to create awareness among the members, workers and students on potential topics based on customized approach.

ULCCS has identified five public schools with 4000 students and implementing an academic project on learning and empowerment in these schools. 40 interventions were identified to improve logical, analytical, numerical, linguistic, creative, communication, digital and future technology skills of the students. Stakeholders of the project include students, teachers and parents. Study findings over the last three years revealed that students performance in curricular and extracurricular activities increased over 150 percent due to the project interventions.

ULCCS's intervention in agriculture is to promote entrepreneurship in agriculture, dairying, poultry production and fisheries along with market intervention and livelihood support for the producers. ULCCS is involved in implementing cold chain project in dairying and agriculture. Cold chain project in dairying includes massive women dairy entrepreneurship programme to establish women Dairy processing plant in Kerala. Milk will be procured from 5000 women entrepreneurs across six districts of the state and process one lakh litres of milk per day in to fermented dairy products. This will be marketed within the country and abroad. Cold store project in agriculture envisages procurement of agriculture commodities like rice, coconut, fruits, vegetables and spices from farmers, processing, maintaining the shelf life through cold chain, value addition, branding and marketing. Basic objective of agri business projects of ULCCS is to ensure remunerative income to farmers and entrepreneurs.

[Extended abstract \(EN\) available](#)

Keywords: Uralungal Labour Contract Co-operative Society (ULCCS), International Labour Organization (ILO), National Skill Development Co-operation (NSDC), National Skill Qualification Framework (NSQF)

The Social Income with Work Programme and the construction of cooperative identity

[Juan Martín Asueta](#) (Facultad de Ciencias de la Administración, Universidad Nacional de Entre Ríos, Argentina) and [Giuliana Maricel Gaiga](#)

In 2009, the Ministry of Social Development of Argentina implemented the Social Income with Work Programme "Argentina Trabaja" (PRIST), which aimed at the inclusion of sectors excluded from the market economy through the creation of worker cooperatives to carry out infrastructure works in their communities.

PRIST was designed and implemented as a central axis of the government's social inclusion policy and remained in force until early 2018, when it was replaced by the Hacemos Futuro Programme. At the time of the reconversion, PRIST comprised a total of 261,004 beneficiaries, which highlights its importance.

The change of programme was carried out without opposition or resistance from the beneficiaries of the programme, no member assemblies were held, and the entities were left with no member participation and little working capital. The registration of the entities was suspended by the National Institute of Associativism and Social Economy (INAES).

In this paper we propose to analyse the central aspects of the construction of cooperative identity in the collectives formed as a result of the PRIST programme, analysing the design, implementation and impact of the programme on the basis of the cooperative principles agreed in the declaration of the International Cooperative Alliance.

The cooperative identity involves the relationship that is formed between the participants and the cooperative entity, based on their voluntary and active participation in the democratic management of the organisations formed to meet the needs of their members.

The hypothesis of this paper is that the implementation of cooperative principles is a key and indispensable factor for the construction of cooperative identity and that these aspects were omitted in the design and implementation of the PRIST.

The paper investigates basic cooperative principles for the construction of identity and belonging of members to the cooperative, such as voluntary and open membership, democratic control, economic participation and organisational autonomy.

The conclusions are based on a qualitative study that includes the analysis of different research studies carried out on the subject and interviews with representatives of three cooperatives that participated in the programme in the city of Concordia, Entre Ríos.

The selection of the entities was based on the identification of collectives that were active in the execution of public works, being the same referents of the programme implemented in our city and that were dismantled after the change of Programme.

[Extended abstract \(ES\) available](#)

Keywords: Cooperative Identity, Social Income with Work Programme, public policy

The reasons for a cooperative identity in a publishing company

[Mirta Vuotto](#) (Professor, Facultad de Ciencias Económicas, Director, Centro de Estudios de Sociología del Trabajo, Universidad de Buenos Aires, Argentina)

The paper analyses the trajectory of an Argentinean cooperative in the publishing field, from its origins in the 1960s, in order to focus on the dilemmas and challenges it faces in the current context. The analysis is guided by the cooperative's search for meaning in its publishing mission and how this translates into the local context. It considers the reasons that ensure fidelity to the original purpose and the sense of the cooperative identity, distinctive in the production and dissemination of its works.

[Extended abstract \(ES\) available](#)

Keywords: publishing, cooperative, management, identity, publications

Towards a genuinely cooperative management model: the case of software worker cooperatives in Argentina.

[Alfonso Estragó](#) (PhD Candidate, Centro de Estudios de Sociología del Trabajo, Universidad de Buenos Aires, Argentina)

Taking cooperativism as the movement that materialises the aspirations to equalise, at the economic-organisational level, the political conquests obtained since the times of the Enlightenment, the presentation focuses on the analysis of one of its less examined dimensions: management.

Generally speaking, the specialised literature tends to consider democratic management as an equivalence - or a natural extension - of the democratic and egalitarian way in which the ownership control of cooperatives is structured. Thus, most of the perspectives taken consider that there is a direct correspondence between: a) being an equal co-owner vis-à-vis the other co-owners; and b) having the same share of formal power to control the organisation. According to this view, democratic control is a one-dimensional concept: ensuring equality in the management of the property (which implies universal participation in the Assembly, governed by the maxim "one member, one vote") is a necessary and sufficient condition to achieve control - or rather, management - under democratic and egalitarian conditions.

However, the present analysis argues that this correspondence between democratic ownership and democratic management does not emerge spontaneously in cooperatives, since management is an autonomous organisational dimension, linked to ownership, although differentiated. That is, organisational management is constituted by many more activities than those carried out in the Assembly of co-operative-owners; it consists of the entire decision-making system, which not only goes as far as the enunciation of the basic strategic guidelines, but continues until their full implementation. This implementation requires much more than the appointment of senior management (board members and managers), or the periodic - and often passive - monitoring of their performance.

Specifically, while the Assembly is the body that develops full democratic functioning - à la Rousseau - in other cooperative spheres, decision-making sovereignty tends to be derived towards executive management structures governed by classic management principles, rather than by precepts of a participatory nature. In this way - and in order to prevent organisational management from falling into the dreaded "deliberative paralysis" - as soon as the Assembly appoints the Board of Directors, which in turn appoints a general manager and a pyramidal structure reporting to him or her, a classic, undemocratic bureaucratic system is set up to carry out the general management of the co-operative's day-to-day affairs.

Is there any way of escaping this paradox of democratic management, already posed as an inescapable "iron law" by Robert Michels more than a century ago?

Recent history has provided examples, especially in the field of worker cooperatives, suggesting that it is possible to find management formulas that circumvent the typical Weberian bureaucratic arrangements, and their unassailable authority relations that run counter to any democratic spirit in decision-making. In this way, all decisions - and no longer only those agreed upon in the Assembly - acquire a participatory and democratic essence; however - contrary to the expectations of the traditional management approach - it is possible to make high economic efficiency in their implementation omnipresent.

From this perspective, the presentation aims at analysing specific cases of worker cooperatives in Argentina, dedicated to software production, which -through the application of a "horizontal" management style- carry out their day-to-day work without managers, bosses or supervisors having any degree of formal authority (i.e. without a bureaucratic structure). This departure from the typical pyramidal scheme of authority relations, in favour of a fully egalitarian, democratic and participative dynamic at all decision-making levels of the organisation, could indicate a path towards a management model which - moving away from the Weberian bureaucratic order - presents a fully cooperative identity essence.

[Extended abstract \(ES\) available](#)

Keywords: economic democracy, democratic management, management, bureaucracy, pyramid structure.

Running counter the world recession. The role of cooperatives in job creation and local development: a study on cooperatives in the state of Minas Gerais (Brazil).

[Fabrício Henrique de Figueiredo](#) (OCB and Pontifical Catholic University of Minas Gerais, Brazil) and [Vitoria Resende Soares Drumond](#) (OCB, Brazil)

According to a released survey in January 2021 by the International Labor Organization (ILO), the number of unemployed people in 2020, worldwide, reached the impressive mark of 255 million people. It's like more than the entire Brazilian population has lost their jobs or their sources of income. The Covid-19 pandemic was the reason for this significant negative result that has caused a recession not seen before since the 2009 global crisis. In presented studies from 2020, the ILO indicated a certain stability in the unemployment indicators in relation to the observed results in the past nine years, but that stability was impaired by the Covid-19 pandemic, in 2020. In Brazil, according to released data in 2021 by the Brazilian Institute of Geography and Statistics (IBGE in portuguese), the number of unemployed people reached almost 14 million. This is the biggest increase since the Brazilian crisis of 2012, representing in 2020 almost 13.5% of the entire economically active population in the country. In the State of Minas Gerais, object of this study, according to the released data by the Brazilian Institute of Geography and Statistics (2020), more 1.3 million people lost their jobs, representing 12.5% of the entire economically active population in the state. The objective of this work is to present the role of the cooperatives of the State of Minas Gerais in generating employment over the years even in the context of a global recession caused primarily by the Covid-19 pandemic. In Brazil, according to collected data in 2020 by the Organization of Brazilian Cooperatives (Sistema OCB, in portuguese) and published in the Brazilian Cooperativism Yearbook, there are 5,314 cooperative enterprises registered, with more than 15 million members, generating almost 428 thousand direct jobs, with total gross revenues from cooperative acts in the amount of R \$ 308.8 billion, equivalent to US \$ 54.1 billion according to the quotation of April 1, 2021. The State of Minas Gerais, object of this study, has 756 cooperatives, 1, 92 million cooperative members and 45.6 thousand employees, according to collected data in the Cooperativism Yearbook from Minas Gerais, published in 2020 by the Syndicate and Organization of Cooperatives from State of Minas Gerais (Sistema OCEMG, in portuguese). In relation to the level of hiring of new employees by the cooperatives of the State of Minas Gerais, the result in 2020 presented a positive variation comparing to the previous year in the order of 9.8%, according to a survey carried out by the Syndicate and Organization of Cooperatives from State of Minas Gerais. Thus, contrary to what has been showing the results of unemployment in the world, in Brazil and in the State of Minas Gerais, these specific cooperatives hired more than they dismissed in 2020. Still, the cooperatives of the State of Minas Gerais promote the balance of hires by gender, of which 51.2% are women and 48.8% are men. The average salary of employees of cooperatives in the State of Minas Gerais is 37% higher than the average of the private sector, according to data released in 2020 in the Cooperativism Yearbok from Minas Gerais (Sistema OCEMG, in portuguese). The objective of the study is to present the evolution of the hiring indicators by the cooperatives in the State of Minas Gerais, in the last decade and will make a comparison with the indicators presented in Brazil and in the world, showing the importance of the cooperatives for the local development and the elevation of the Human Development Index (HDI). It is also intended that this study inspires other countries to periodically measure the evolution of generated jobs by cooperatives and their relevance to the communities in which they operate.

Keywords: job, unemployment, Covid-19, pandemic, development.

Decent Work as a Basic Element to be Integrated in the Present and Future Cooperative Identity.

[Francisco Javier Arrieta Idiakez](#) (Faculty of Law, University of Deusto, Spain), [Gonzalo Martínez Etxeberria](#) (Faculty of Law, University of Deusto, Spain) and [Josune López Rodríguez](#) (Faculty of Law, University of Deusto, Spain)

The challenge facing co-operatives, and therefore the co-operative movement in these times of global crisis, is to consolidate their position in a world and a market that is definitively globalised and increasingly demanding in areas such as the quality of the product or service offered, its cost, respect for the environment in the production and transformation processes of these products, respect for minimum standards of work organisation, etc...

The context of the global systemic crisis resulting from the pandemic caused by the COVID-19 virus, in which the next World Congress organised by the ICA to be held in December 2021 in Seoul will take place, leads us, as a starting point for our study and in view of its subject matter (co-operative identity), to make an initial reflection on developments in this field from the last Manchester Congress in 1995 to the present day, taking up some of the most relevant approaches made by the co-operative movement in this field.

Twenty-five years have passed since the historic Manchester Congress was held in 1995, which is more than enough time to take a retrospective look at the co-operative identity, especially in the last twenty-five years when the world has changed dramatically, due to issues such as the digital revolution, the global climate crisis, the demographic challenge, migration, etc....

These and other challenges pose global questions to global problems in which the co-operative movement cannot remain on the sidelines and must reflect in order to reinforce an identity as a co-operative, which will enable it to consolidate and move forward in this new post-pandemic world.

The demands of adapting the reality of co-operatives and co-operativism in these areas and these times must force co-operativism to reflect on these issues, as the special idiosyncrasies of co-operatives, as entities whose roots are rooted in values to which they aspire and principles which must guide their actions, make this type of reflection an unavoidable obligation if they are to continue their journey in the way they have been doing since the end of the 19th century.

In this area of reflection, and having identified a series of challenges, we will focus on one of the issues, in our opinion central to the reinforcement of a modern and up-to-date co-operative identity, namely that which affects the framework of social and labour relations within the co-operative.

For this reason, and taking as a reference the ILO Centenary Declaration adopted by the Conference at its one hundred and eighth session held in Geneva on 21 June 2019, our intention is to transfer to the debate on co-operative identity some of the keys that this declaration establishes for its members in specific areas in accordance with decent work as a key element for the sustainable development of co-operatives.

The world of work is in the midst of a transformation driven by globalisation, technological development, demographic changes, environmental degradation, climate change and growing inequalities. These causes make it necessary to rethink the nature and future of labour relations in order to guarantee the dignity of all workers.

Taking this scenario and the central theme of this proposal as a starting point, attention will be paid to some of the challenges for the future of work within the cooperative movement.

Firstly, the role of the cooperative and, more specifically, of the cooperative identity, in the preservation of the environment and the fight against climate change will be addressed, since the future of work is intimately linked to the environment, hence the need to verify the role of the cooperative movement in this area.

Secondly, the scope of employment of vulnerable workers in the cooperative sphere will be analysed, as well as the measures adopted by cooperatives to promote the recruitment of workers belonging to particularly vulnerable groups.

Thirdly, the new forms of social participation and representation will be studied, with the aim of delving into the need to differentiate between the principle of self-management and trade union freedom, as institutions that must operate in different spheres.

Finally, the principles of education and training and community interest will be examined in depth as valid instruments for achieving the necessary transitions in co-operatives throughout the working life of their members.

Performances of Solidarity Worker Cooperatives: Evidences from Argentina

[Paola Raffaelli](#) (Post-doctoral fellow, Lund University, Sweden)

In this paper, we discuss political solidarity as fundamental characteristic of cooperative identity, which holds a transformative force that may trigger and sustain resistance and inspire social change. In particular we focus on different performances of solidarity, as these were observed in two workers' cooperatives in Argentina and the UK, to articulate how cooperatives enact novel forms of mobilizing alternative forms of organizing, and spaces of hope. The article proposes that the atomization and individuality fostered by neoliberalism result in romanticized notions of solidarity and limit cooperatives' capacity to develop an effective and collective response to market-driven organizing. As the antithesis of this, we provide evidence that cooperatives' transformative potential lies on their capacity to partake in broader social movements that resist dominant economic relations and strive for alternative futures.

Keywords: solidarity, collective, cooperatives, social change

Productivity, competition, and soft budget constraint. A comparative analysis between worker-owned firms and conventional firms

[Thibault Mirabel](#) (University of Paris-Nanterre, France)

A long-standing argument that worker-owned firms (WOF) would perform at least as well as conventional firms (CF), is that they would be created in niche sectors relatively protected from market competition or because they would receive more public aid than CF. This article investigates this question by comparing the impact of the external environment (i.e., market concentration and public aid) on productivity levels of both WOF and CF. Contrary to CF that are owned by investors and managed in the interest of the investors, WOF are firms in which most of the firm's workers have both the right to control the firm (decision-making) and the right to receive the firm's residual earnings (profit-sharing).

A long-standing debate in the literature on labor-managed firms concerns productivity, namely whether WOF are less, more, or as much productive as CF. In a nutshell, the theoretical literature is inconclusive concerning the expected comparative performance of WOF and CF (see Pérotin, 2012 for a review). The empirical literature on labor-managed firms has focused almost exclusively on internal factors of productivity and characteristics of WOF (e.g., Monteiro and Straume, 2018; Arando et al., 2015; Fakhfakh et al. 2012; Jones, 2007; Craig et al., 1995; Berman and Berman, 1989). Yet, theoreticians have defended that external factors should play an important role in WOF's productivity (see Dow, 2018 for a review). Bonin et al. (1993) suggest that productivity differences between WOF and CF should arise from the interaction of the internal and external factors.

Overall, my article provides new insights on how WOFs and CFs produce differently (Fakhfakh et al. 2012; Estrin and Jones, 1992). The sources of the performance of WOF and CF are different, namely WOFs' and CFs' productivity is impacted in opposite direction by market competition. As suggested by Bonin et al. (1993), the core difference between WOF and CF seem to lie in the interaction between their internal logic and their external environment.

The objective functions of WOF and CF might differ both in terms of output. Indeed, it is important to bear in mind that I have compared the productivity of WOF and CF using the CF's objective (i.e., to maximize profit) as a benchmark. New indicators and proper statistical tools monitoring the objective of WOF (i.e., to satisfy the members' needs) available for both WOF and CF would enable to assess the performance of WOF relative to CF using WOF's objective as a benchmark.

[Extended abstract \(EN\) available](#)

Keywords: labor-managed firms, firm growth, productivity, TFP

Cooperatives as driver forces in the generation of decent work conditions. The case of Spain in the recovery from the great recession

[Rosa Santero Sanchez](#) (University Rey Juan Carlos, Spain) and [Rosa Belen Castro Nuñez](#) (Professor, University Rey Juan Carlos, Spain)

Social Economy (SE) entities share values that translate into a differential behaviour in relation to the characteristics of their workforce, working conditions, geographic location and production specialization, as their ultimate goal is oriented to serve their members and society instead of to pursue profits. SE organizations, including cooperatives, show a higher resilience in times of crisis, increasing the stability of jobs in crucial times for workers (Borzaga et al., 2017). Evidence supports a higher resiliency in times of economic crisis, observed in cooperatives around the world, providing more stable labour environments for workers (Ben-Ner, Ren and Paulson, 2011, Leete, 2000, Díaz and Marcuello, 2010, Calderón and Calderón, 2012).

Over the past two decades, the factors affecting job quality, as a key aspect of decent work, have been the object of growing attention in both public policy and in academic studies. Moreover, the improvement in decent job and good labour conditions have become major challenges of the international political agenda, and therefore, have been included in the sustainable development goals -SDGs- launched by the United Nations (UN) in the 2030 Agenda for Sustainable Development (in SDG 8, regarding economic growth, full employment and decent work for all). At the same time, there is an increasing interest in the effects that Social Economy (SE) might have on the achievement of the SDGs (UNTFSSSE, 2015).

The main goal of the paper is to analyze the new employment generated by Cooperatives and Employee-Owned Firms in Spain along the economic recovery from the Great Recession (period 2013-2016). In order to contrast from an empirical point of view the main effects of the principles of SE firms, we assess the quality associated to new jobs created by them entities using composite index techniques, which allow including and combining different dimensions of job quality in a single measure. Moreover, we compare SE job quality with a control group of ordinary firms, comprised of the most representative companies of profit-oriented firms to analyze the potential differences between both groups in terms of job quality.

The first challenge confronting any study of job quality is the lack of a single accepted definition of the term and the absence of any comparable measurement methods. Broaching job quality objectively is a multi-disciplinary endeavor, although no consensus has been reached about the dimensions involved or the variables to be considered. In this paper we will use an objective perspective, related to a job security approach of job quality (Santero et al, 2015). The multidimensional definition of job quality requires the development of a composite index and it is necessary statistics techniques of multivariable analysis, that allow to analyze the influence of partial indicators over the composite indicator. The method chosen is Principal Component Analysis (PCA), a technique often used when no consensus exists about the relative importance of the original variables compounded by the composite index and this method allows to compare with others.

We use a set of the Continuous Sample of Working Histories (CSWH) for Spain, published by the Ministry of Employment and Social Security on yearly basis, to analyze the employment generated along the period 2013-2016. The CSWH is a micro-level data set built upon Spanish administrative records that contains the working life of over 1.2 million of persons per year. The level of detail contained in the CSWH allows the identification of cooperatives and employee-owned firms and thus, the employment generated by them. The CSWH include personal and social variables of workers, job characteristics and firm variables. In the final sample includes a total of 66,875 workers in 17,764 companies, of which 15,868 people and 4,162 companies are Cooperatives, the rest being in the control group.

Preliminary results support the idea of SE as a driving force in the generation of stable employment. The composite indicator shows a better average value for new workers entering social economy, compared with those with new jobs at the control group, specially reflecting the higher partiality at these firms. This contribution should be highlighted in the policy agenda for the coming years, which will undoubtedly test countries' capacity to maintain and create decent employment in the post-covid19 scenario. In the socio-economic context, the design of employment strategies to deal with the current

crisis and economic recovery should explicitly acknowledge and support the role of SE entities, providing institutional and even fiscal support, as an example of good practices in the creation of sustainable and decent work.

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[Extended abstract \(EN\) available](#)

Keywords: cooperatives, job quality, composite indicators, job creation, economic recovery

Is an independent researchers' organization sustainable as a worker cooperative? – A case analysis using Hansmann's the Ownership Theory of the Firm

[CHO Mihyoung](#), [LEE Jeong-eun](#) and [LEE Seung-young](#) (Co-Research Coop, Korea)

Keywords: worker cooperative, freelancers' cooperative, independent researcher, Ownership Theory of the Firm

[Panel session] The Co-opConvert Project: Mapping the Potential of Converting Workplaces and Community Spaces to Cooperatives in Canada and Internationally

[Chair]

- [Marcelo Vieta](#) (Program in Adult Education and Community Development, Ontario Institute for Studies in Education, University of Toronto, Canada)

[Panelists]

- [Marcelo Vieta](#) (Program in Adult Education and Community Development, Ontario Institute for Studies in Education, University of Toronto, Canada) and [Ashish Pillai](#) (PhD student, AECD/OISE/UofT, Research Assistant, Co-opConvert Project, Canada)
- [Marcelo Paladino Castro](#) (AECD/OISE/UofT, Co-opConvert Project, Canada)
- [Fiona Duguid](#) (Research fellow, Saint Mary's University / Cape Breton University, Canada) and [Derya Tarhan](#) (PhD Candidate, AECD/OISE/UofT / Research Assistant, Co-opConvert Project, Canada)
- [Dionne Pohler](#) (Associate Professor, University of Saskatchewan / University of Toronto, Canada)
- [Claude-André Guillothe](#) (Professor, IRECUS, Université de Sherbrooke, Canada) and [Josée Charbonneau](#) (IRECUS, Université de Sherbrooke, Canada)

A major challenge for small- and medium-sized enterprises (SMEs) and their employees around the world today is the potential for large-scale closures. Until early 2020, this was mostly due to the effects of globalization and austerity on local economies. By the second quarter of 2020, the challenges became more severe as the socio-economic ills caused by COVID-19 risked the permanent loss of half of the world's jobs and many of its SMEs (ILO, 2020). Moreover, a rising crunch of businesses with succession issues due to the massive retirement of baby boomers in the global North has also been adding to the crisis of business continuity in recent years. In Canada and the US, for instance, roughly three-quarters of retirement-aged owners do not have a succession plan, risking the socio-economic wellbeing of communities and in Canada potentially affecting one third of the private sector workforce (Bruce & Wong, 2012; CBC, 2011; ISED, 2016; Israelson, 2017; Parkinson et al., 2015). At the same time, in Southern Europe, Latin America, and parts of Asia and Africa, lingering socio-economic crises, neoliberal austerity, or cheaper labour elsewhere have been contributing to stubbornly high unemployment rates, waves of business shutdowns, and growing socio-economic displacement.

In light of these increasingly chronic and new crises, one option, deployed in different parts of the world for saving either healthy firms with generational transfer issues or failing firms, jobs, and local economies, are business conversions to cooperatives (BCCs), including worker buyouts (WBOs), empresas recuperadas (worker-recuperated firms), and owner-led conversions that transform formerly conventional firms into worker cooperatives, multistakeholder and solidarity cooperatives, or other employee or community ownership models (Jensen, 2011; Lingane & Rieger, 2015; Quarter & Brown, 1992; Vieta, 2020a, b; Vieta et al., 2017). The handful of BCC studies that currently exist are beginning to show that they save jobs and preserve the productive capacities of communities (Sanchez Bajo & Roelants, 2011; Vieta et al., 2017; Vieta, 2019; 2020a, b; Zevi et al., 2011).

This panel highlights findings from The Conversion to Cooperatives Project (Co-opConvert), a three-year university-cooperative sector partnership funded by the Social Sciences and Humanities Research Council of Canada (SSHRC). Led by Principal Investigator Prof. Marcelo Vieta (Ontario Institute for Studies in Education of the University of Toronto), the project brings together two of Canada's leading research centres for cooperative and social economy research – the University of Toronto's Centre for Learning, Social Economy, & Work (CLSEW) and the Université de Sherbrooke's Institut de recherche et d'éducation pour les coopératives et les mutuelles (IRECUS) – with the cooperative development expertise of Canada's national cooperative federation – Cooperatives and Mutuals Canada (CMC). Co-opConvert comparatively explores BCC experiences, policy, and cases in Canada and around the world from a multidimensional research perspective. Focusing on Canada but with international implications,

as well, the papers in this panel home in on established and developing models of BCCs in Canada, compare BCC enabling environments within Canada and between Canada and other jurisdictions, and draw attention to the advantages and challenges of BCCs for business succession and sustainable community and cooperative development. Further, they collectively speak to the strength of the BCC model for cooperative identity, particularly emphasizing notions of self-help, mutual aid, and economic autonomy by creating new democratically cooperative firms that strengthen and secure the common economic, social, and cultural needs of communities in times of crisis and beyond.

[Extended abstract \(EN\) available](#)

Keywords: business conversion to cooperatives, business transfer to cooperatives, worker buyouts, empresas recuperadas, business succession

Pathways to Democratizing the Economy and Saving Jobs by Converting Businesses to Cooperatives: Situating “The Canadian Model”

[Marcelo Vieta](#) (Program in Adult Education and Community Development, Ontario Institute for Studies in Education, University of Toronto, Canada) and [Ashish Pillai](#) (PhD student, AECD/OISE/UofT, Research Assistant, Co-opConvert Project, Canada)

Converting troubled companies or healthy firms facing succession issues to cooperatives is increasingly recognized as a viable way of saving jobs and sustaining and democratizing businesses and local community economies. Building on findings from a transnational literature review conducted for the Co-opConvert Project, we illustrate possible pathways in Canada for the co-op conversion option. This research found four conversion pathways: (1) the workerled labour-conflict conversion of firms to worker cooperatives; (2) the negotiated conversion strategy, collaborating between workers/community actors, the cooperative sector, and the state; (3) the state-initiated transfer of public enterprises to cooperatives; and (4) the partial conversion of firms to cooperatives or other social economy organizations, with worker or community ownership but not decision-making rights. Does the Canadian conversion model fit into one of these four pathways to business conversion, a combination of them, or is there a uniquely Canadian pathway to conversion that remains to be articulated?

A Comparative Perspective of BCC Eco-systems in Canada and Internationally: A Synthesis of Key-Informant Interviews Conducted by the Co-opConvert Project

[Marcelo Paladino Castro](#) (AECD/OISE/UofT, Research Assistant, Co-opConvert Project, Canada)

The Significance of Illustrative Cases of Business Conversions to Cooperatives in Canada Outside of Quebec

[Fiona Duguid](#) (Research fellow, International Centre for Cooperative Management, Saint Mary's University / the MBA in Community Economic Development, Cape Breton University, Canada) and [Derya Tarhan](#) (PhD Candidate, AECD/OISE/UofT / Research Assistant, Co-opConvert Project, Canada)

Business conversions to co-operatives (BCC) are taking place across Canada in a variety of economic sectors, including but not limited to electric utilities, newspapers, health care, movie theaters, cafes, and architectural firms. Our research revealed that these conversions are ultimately driven by three different

groups of actors with varying motivations: (1) retiring business owners looking for a succession plan; (2) employees of a business who are engaged in a labour dispute with owners or who are looking to save their jobs once the owner retires; and (3) communities who are motivated to preserving a critical service or good, such as a grocery store, once the owner sells or closes the business. In this presentation, we will present six case studies that are illustrative of the geographic and motivational variety of BCCs that are taking place across Canada. These case studies are based on documentary research and semistructured interviews with actors involved in BCCs. In our research, we paid specific attention to the enabling environments that made these BCCs possible prior to and during the process of conversion, and to best practices and lessons learned from BCCs' post-conversion experience with the management and operations of the business. Overall, our research contributes novel findings concerning a "conversion to co-op" typology for Canada and to the still-nascent literature on Canadian BCCs.

Exploring Attitudes toward Cooperative Conversion as a Business Succession Model: Initial Evidence from a Random Survey of Canadian SME Owners and Managers

[Dionne Pohler](#) (Associate Professor, University of Saskatchewan / University of Toronto, Canada)

The Conversions to Cooperatives Project (Co-opConvert) surveyed a random sample of owners and senior managers in small- and medium-sized enterprises across Canada from December 2019 to January 2020. In the first part of the survey, we asked questions to help us understand current business succession plans in SMEs and the challenges SMEs face in succession planning.

We also asked questions to help us understand SME owners' general knowledge about cooperatives, as well as their attitudes toward cooperatives and perceptions about the cooperative business model. In the second part of the survey, we explored respondents' attitudes toward retirement. We also introduced the idea of conversion to cooperatives as a business succession strategy and solicited respondents' reactions to this idea. In this presentation, we will highlight key findings from this survey.

Facilitating Factors and Challenges of the Québec Cooperative Conversion Ecosystem

[Claude-André Guillotte](#) (Professor, IRECUS, Université de Sherbrooke, Canada) and [Josée Charbonneau](#) (IRECUS, Université de Sherbrooke, Canada)

4.2. LIVING OUR IDENTITY FOR THE BEST OF SDGs WITH ACCESSIBLE HEALTH AND SOCIAL SERVICES



Health and care service

Co-operatives as Life Savers: The Example of Aged Care Facilities and the Covid-19 Crises

[Morris Altman](#) (Dean & Professor, Behavioural and Institutional Economics & Co-operatives, School of Business, University of Dundee, UK)

A large percentage of the Covid-19 related death took place in aged care facilities. Most such homes are privately or state-owned facilities, where cost savings is a priority. This is often referred to as being economically efficient. In the for-profit privately-owned facilities maximizing profit to the facilities' owners is the primary objective of management. The primary objective of these facilities is not the maximize the benefits accruing to their clients (inclusive of their clients' families). We present a simple to model wherein the incentive environment and the organization structure of a multi-stakeholder co-operative owned aged care facilities generates maximum benefits to the aged and their families, given the budget of these facilities. Among such benefits would be to minimize death rates in general, inclusive of a shock to their system exemplified by Covid-19. The multi-stakeholder is self-regulating in the sense that the owners of aged care facilities are those being cared for and their families. For most of these co-operative members, one would expect that the highest priority concern would be maximizing the welfare, wellbeing, of the aged and their families—the owners/members of the co-operative. In an investor-owned or state owned aged-care facilities other concerns can be expected to dominate managements' goals and objectives. This can result in the sometimes, unanticipated costs, of significant excess deaths. One would expect that these outcomes would be modified by the resources afforded these aged care facilities and, relatedly, the wealth of their clients and their families. They can also be modified by strict government regulation on quality. One counterfactual proposition emanating from this paper is that had multi-stakeholder co-operative owned aged care facilities been more dominant in society, death rates related to Covid-19 would have been much less, saving thousands of lives.

[Extended abstract \(EN\) available](#)

How do cooperatives create the sustainable community care? – Cooperatives creating the community-centered sustainable public services

[JO Yuseong](#) (Seikatsuclub kazenomura, Chiba Research Institute for SSE, Japan)

The human-being enjoy the unprecedented longevity and the society is aging. While the population structure has been changed into the inverted triangle form in the OECD countries in general, Korea entered into the dead cross of the population in showing 0.84 of birth rate in 2020 and the fastest speed of aging. The population trend is an indicator allowing relatively exact estimation on the projection for the future. With the biggest share of aging population (28.4% of aging rate, according to the World Population Report in 2020), Japan tries the restructuring of the society in general. By amending the legislation, Japan extended the retirement age by 70 years old in order that the elderly people can continue participating in the economic activity. To cover the increasing social security cost due to the aging population, the contribution to the long-term care insurance and pension has been continuously increasing. While the elderly people would increase, the number of the youth is reduced so that the public budget becomes weaker. In this context, how can an environment for sustaining decent people's life be constructed?

Among SDGs aiming at leaving none behind, how can we prepare SDG 1. No poverty, 3. Good health and well-being and 10. Reduced inequality? The issue of 'care' is important for these goals. How will a people-centred care which does not exclude anyone be possible?

We can find a clue in the community care practiced by cooperatives. There are some criticisms that the responsibility for care is put on the private sector's shoulder because the myth of welfare state model is broken due to the slowed economic growth caused by the population structure change. However, facing the aging society with low birth rate where people must live with old and sick bodies, the direction of collaborative care seems inevitable in order that they would not lose decency as a human being and receive more decent care. Governments or local governments cannot solve it alone and transactions in the market based on exchanges cannot do it alone either. What can we do? We will find a clue in the model of public service provision by social economy organizations mainly centered on cooperatives.

It is possible to restore the real public concern by institutionalizing and diffusing the community integral care model which comes from people's autonomous and mutual care models based on the local community centered genuine private-public governance, particularly with cooperatives developed as grass-root organizations. In activating the cooperative identity, cooperatives which can do the democratic management, members' management participation and socialization of profit, can make the community care system and public services more public by providing elderly care, childcare and patient care for the people in local community. They can strengthen the community care system by realizing various dynamics, such as implementing government's public policies, making feedbacks on them and experimenting practices not yet institutionalized.

As concrete examples that cooperatives create a community-centered care model through the cooperation among cooperatives as well as between private and public sectors, and by doing so, make public services more public, there are Eunpyeong Integral Care Network promoted by Salim health welfare social cooperative in Eunpyeong District, Seoul and Seikaku Club group (Seikaku Club consumer cooperative and Seikaku Club Village of wind) in Chiba Prefecture, Japan. Under the theme of "care", these cooperatives make concrete practices for the aging issue, poverty of elderly people and children, child abuse, deinstitutionalization of disabled persons, based on the needs of members and local habitants and their voluntary participation. From these cases, we need to examine what are the contributions of cooperatives to the community care, social service provision and job creation and how the cooperative identity differentiated from other types of organizations is realized in the care field. It illustrates the value of cooperative which is strongly capable to deal with the common global task of the human being, that is, "leaving none behind".

[Extended abstract \(KR\) available](#)

Keywords: community care, concern for community, SDGs, public service, local governance

Institutional Change of The Health Welfare Social Cooperatives

[OH Chun-Hee](#) (Cooperative Institute for health plus, Sungkonghoe University, Korea) and [KIM Sunhwa](#) (Sungkonghoe University, Korea)

This study investigates what institutional works the Health Welfare Social Cooperatives (HWSC) has taken in the past 26 years to create a new organizational field, which started with health care providers embracing a variety of actors. Institutional work is focusing on the study of activities in the process of creating, maintaining and disrupting the institution. This study conducted an exploratory case study on the 'organization field as a whole', including 25 HWSC and the Korea Health Welfare Social Cooperative Federation (KHWSCF), which are their associations. HWSC criticizes the existing health care system and defines the organization as a health consumer cooperative. Furthermore, it builds an identity emphasizing the health of medical users and creates a new health care system. Overcoming the crisis caused by the unintentional emergence of quasi-medical cooperatives, it has emerged as a social enterprise and strengthened its identity. Since Framework Act on Cooperatives, the organization has been transformed into HWSC by accepting the organizational form of social cooperatives. HWSC participates in community care where health care and welfare are mixed to solve problems by super-aged society, and finally forms an organizational field that merges health, welfare and social economy. HWSC has taken various action at different times in the process of creating and expanding organizational fields. Given the lack of research into what processes organizational fields are built to solve social problems, the case of HWSC can suggest how new organizational fields are formed in the socio-economic.

[Extended abstract \(KR\) available](#)

Keywords: The Health Welfare Social Cooperatives, institutional change, organizational field, institutional work, community care

4.3. LIVING OUR IDENTITY FOR THE BEST OF SDGS WITH ENHANCED FOOD SECURITY



Agricultural cooperative

Examining co-operative knowledge and identity in Australia's agricultural sector. Recent efforts to strengthen the co-operative identity in Australia

[Sidsel Grimstad](#) (Newcastle Business School, University of Newcastle, Australia) and [Elizabeth Makin](#) (Research Assistant, Newcastle Business School, University of Newcastle, Australia)

Australia had until the 1980s a strong agricultural co-operative sector, especially in dairy and grain production, manufacturing, storage and transport, but also in farm supplies and fisheries. Co-operatives had also played an important role in Australia's regional economic and community development, especially in the post-war boom years. This shifted in 1980s with the introduction of a new national competition policy for the agricultural sector and the removal of regulatory protections for local manufacturing industries (Lewis 2006). Some of the larger agricultural co-operatives tried to compete with corporate multinationals and in so doing, aligned their identity closely with the investor-owned company. The introduction of external capital or pressure to allow existing members to access accumulated wealth eventually led to their demise or demutualisation.

The COVID pandemic has highlighted the weaknesses of relying too heavily on the corporate sector for economic growth and prosperity. With widening inequality, economic downturn, and a climate crisis; the onset of the COVID-19 pandemic has revealed that disruption of global supply chains may seriously threaten global and domestic food security. This has led to a renewed focus on strengthening the Australian agricultural sector, and an interest in reviving collaborative and cooperative businesses in rural Australia.

In response, the Australian Government has funded two large projects:

The "Farming Together Project" in 2017/18 and the "Co-operative Farming Project" in 2020/2021 to support the formation of new agricultural and agri-business co-operatives. In 2018 the "Farming Together Project" selected the University of Newcastle as an education provider for farmers actively involved in forming new co-operatives. Around 40 farmer/students from around Australia, were enrolled in two specialised courses offered in the Graduate Certificate in Co-operative Management and Organisation.

The current "Co-operative Farming Project" is implemented by the Business Council of Co-operatives and Mutuals (BCCM) and seeks through education, training, information campaigns and advocacy work to support and rebuild the agricultural co-operatives sector and identity in order to maintain domestic ownership and control of strategic food assets and increase food security for Australians; facilitate independent Australian farmers to compete by providing access to markets and generate export earnings; maintain a traditional way of life whilst providing economic growth to strengthen Australia's regions and contribute to spread wealth back to farmers through produce rebates and profit-sharing (BCCM, 2020).

In 2020 the BCCM has funded a research project to provide input into this rebuilding process. Ethics approval and participant consent was obtained to analyse and synthesise farmer/student reflections on their experiences with starting up or developing existing agricultural co-operatives. This data is updated and supplemented by focus group interviews of the same farmer/student participants two years after forming their co-operatives.

Institutional theory (Scott, 2008) was used to analyse and identify barriers to co-operative formation in the collected data. Preliminary research findings indicate that, despite some recent enthusiasm for the co-operative model in Australia there are significant regulatory, normative and cultural cognitive barriers to co-operative formation and the legitimacy of the co-operative identity. Regulatory barriers include a legislative and policy environment that fails to recognise the co-operative difference. Normative and cultural-cognitive barriers include a lack of knowledge about co-operative business models, and evidence of "taken for granted" assumptions (cultural cognitive barrier) that co-operatives are an inefficient and old-fashioned and inefficient business model. Regulatory theory (Freiberg 2017; Parker

2000) was also used to articulate opportunities for strengthening a distinct co-operative identity in Australia using targeted forms of regulatory support.

The research project's objective is to inform policy makers and co-operative businesses and lobbyists on the need to reconfigure the regulatory landscape as a precondition of a revival of the agricultural co-operative sector in Australia today. This is timely as the onset of the COVID-19 pandemic has revealed that disruption of global supply chains may seriously threaten global and domestic food security.

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Keywords: co-operative formation, co-operative innovation, agricultural co-operatives, Australia

Analysis on the efficiency of insurance business in rural agricultural and livestock cooperatives

[KIM Taehoo](#) (Korea Rural Economic Institute, Korea)

Agricultural and livestock cooperatives in Korea started providing the insurance services as the mutual insurance activity and since the separation between the financial business and the business related to the agricultural activities in 2012, they are still providing the insurance services to the local community and members but as insurance brokering agencies. Despite of this change to insurance agencies, local cooperatives provide diverse insurance services differently from insurance brokering agencies of other financial organizations. Particularly, for the case like the agriculture public policy insurance, besides selling the policies, cooperatives provide differentiated services such as management of appraisal of damage and counseling for damages so that they contribute to members' stable business and increase of well-being.

In spite of these roles, because of the aging and decreasing rural areas, the need of better quality of insurance services is raised for local agricultural and livestock cooperatives. Therefore, to provide improved insurance services, the efficiency of cooperatives' insurance business should be strengthened. This research tries to raise the importance of insurance business of rural agricultural and livestock cooperatives, emphasize the necessity of providing sustainable insurance services and propose ideas for developing insurance business.

Main research outcomes

Through DEA analysis, this research analysed the efficiency of insurance business in rural agricultural and livestock cooperatives and identified the factors affecting the efficiency. The efficiency analysis was conducted in considering the number of offices, of employees and expenditure for selling and managing related to financial business as input variables and the amount of insurance commission as the output indicator. In the second step analysis, while the efficiency score was used as dependent variables, the numbers of members and associate members were used as independent variables in order to analyze their effects on the efficiency.

Because the efficiency of insurance business in the majority of cooperatives is low, it is possible to improve the efficiency by increasing the input. For this, personalized insurance services in local community should be strengthened.

Keywords: local agricultural and livestock cooperative, insurance business, efficiency analysis

Cooperatives and income inequality in Brazilian rural sector

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In recent decades, Brazil has increased agricultural production and has experienced stronger participation in the global food market. Despite that, rural populations continue to cope with high income inequality – about 85% of gross farm income being generated by 11.4% of Brazilian farms (Helfand et al., 2009; Alves et al., 2013). Several factors can contribute to more equitable income distribution in rural areas, including access to markets, rural extension, and financial services. The marketing of agricultural products can contribute significantly to improve food security, to decrease poverty, and to boost agricultural development (Fafchamps, 2005; Carletto et al. 2017). However, many smallholders face the decision to choose the best destination for production given market failures which may lead them to not access the best marketing channels and contractual arrangements, failing to increase their gains (Jayne et al., 2006). Notably, in developing countries, where trade is often characterized by market failures and monopolistic structures, cooperatives can represent an attractive option for commercialization of small farmers (Bernard and Spielman, 2009). In Brazil, these organizations account for approximately 40% of the gross value of agricultural production (GVP) in agriculture and livestock (IBGE, 2019). By helping small farmers, coops may also have the potential to help reduce income inequality. In this working paper, we are interested on these topics.

[Extended abstract \(EN\) available](#)

Keywords: cooperatives, marketing, income inequality, unconditional quantile regression

Cooperatives of rural Russia: Retrospective review of cooperative identity and principle

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This study is devoted to clarifying the issues of cooperative identity and principles in relation to rural cooperatives in Russia. A retrospective analysis of the research problem covers the 150-year period of the historical existence of rural cooperatives in stages: 1) the first half century (until 1917), 2) the Soviet period, 3) the last thirty years of modern Russia.

If the main types of cooperatives in pre-Soviet Russia were largely guided by the models of Rochdale, Schulze-Delitzsch and Raiffeisen, and their development at that time proceeded along an increasing trajectory (especially at the beginning of the 20th century), then Soviet cooperatives were subjected to nationalization, were deformed and reduced to the fact that in the countryside consumer cooperatives and agricultural artels (collective farms) worked on a command-administrative basis. Attempts to modernize rural cooperatives in present-day Russia, to bring them into strict compliance with the principles of the ICA cannot be called successful, in part because cooperative principles are not rules, and non-compliance with them is not punishable. For example, the principles can be interpreted in different ways: some of them have political features ("Open Membership"), others prescribe norms of behavior ("Democratic Member Control" is essentially reduced to the fact that "one person - one vote"), the third - are vague concepts (for example, "Independence", "Education", "Cooperation among Cooperatives", "Concern for Community"). Therefore, principles are more firmly rooted if they define and consolidate not only legal relations, but also prescribe obligations with appropriate sanctions for their violation.

The use of the historical experience of Russian cooperation contributes to the expansion of knowledge about cooperative identity: "Voluntary and Open Membership" is complemented by "free agreement"; "Democratic Member Control" is specified by "direct participation of all members in the management of the cooperative on the basis of equality"; "Member Economic Participation" stands for "actual participation of members in economic activity", "material interest from membership", "participation of members in the formation of funds of the cooperative", "responsibility of members for the work of the cooperative." The analysis proves that the presented principles that reveal the features of a cooperative organization are at the same time signs of a cooperative (attributes of a cooperative) – all of them are in mutual connection with each other, and not one of them is accidental.

In a constantly changing economic environment, cooperatives are increasingly forced to resort to organizational and legal forms that clearly do not correspond to cooperative characteristics. Largely due to the fact that the cooperative legislation does not have time to adapt, it forces cooperatives to legalize themselves in a "Procrustean bed" of contradictory forms (consumer or production cooperatives, commercial or non-commercial cooperatives, cooperative enterprises or unions); people who can be called cooperators are consolidated into non-cooperative legal forms, and formally organized cooperatives are run and function without any cooperative spirit. Obviously, there is a formal application of the ICA principles and ignorance of the socio-economic characteristics of a cooperative. There is an obvious, and global, imbalance in the cooperative form and essence of cooperation, and this must be taken into account, both when analyzing the statistics of the cooperative movement, and in solving issues of state support for farmers and peasants, and their organizations (unions and cooperative associations).

[Extended abstract \(EN\) available](#)

Keywords: cooperative identity, cooperative principles, features of cooperatives, agricultural cooperatives in Russia

European wine cooperatives: towards a typology of distribution networks in North America

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This work focus is on the understanding of the different strategies adopted by wine cooperatives located in the main European wine countries for penetrating international distribution networks in the North American market (Touzard et al., 2008 ; Theodorakopoulou I. ; Iliopoulos C., 2012).

Wine distribution is a topic that attracted little attention in the literature however it is a quite important matter as the internationalization of wine cooperatives is rather limited. Generally speaking, the internationalization is limited to the stage of export and concerns mainly entry- and mid-range wines (Couderc and Laye, 2006).

The empirical study is based on the analysis of still and sparkling wine exports to the American market, covering a period of approximately 54 months (2017-2021). Our sample includes the analysis of more than 7 000 containers shipped by the leading wine co-operatives in each individual country. Our study only considers direct exports, i.e. it excludes wines shipped through intermediaries such as trading companies (*négociants*).

For this purpose, we adopted a framework integrating a '*stakeholder*' approach for the understanding of the logics behind the strategies to penetrate the distribution networks (wholesalers, importers, alcohol monopolies) in the United States and, to a lesser extent, in Canada.

Our findings suggest the existence a heterogeneity of the choices in the distribution networks among wine cooperatives but also uniqueness related to the nature of the type of products marketed (still wines, sparkling wines...) as well to the nature of the geographic origin of wine cooperatives. More precisely, the distribution of wine cooperatives in North America shows different patterns.

This work contributes to a better understanding of the behavior of wine cooperatives in marketing channels. It provides insights about the strategic choices of wine cooperatives and can contribute to wine policy by providing insights on the modalities for the financing of the promotion of cooperative wines in non-EU countries.

Keywords: wine cooperatives, distribution channels, exports, Europe, USA

Cooperatives and the Social Solidarity Economy

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In many countries including Pakistan, cooperatives effectively used for promoting agricultural and rural development. Using agricultural marketing cooperatives in Pakistan by improving post-harvest management practices and strengthening marketing linkages has resulted into significant increase in sale revenue of small grape producers in the largest but least developed country's Balochistan Province. The cooperatives have a critical role in rural development.

In many countries including Pakistan, the concept of Cooperatives and the Social Solidarity Economy generating social change and impact which stands the integration of various innovative solutions that address the most crucial issue the society faces like poverty, unemployment and lacking of market and marketing knowledge.

The unit examines the broad spectrum of organizational behavior and responses to complex societal challenges including how business is creating access in marketing of Agriculture/Horticulture products. To help in generating the social solidarity and how the economic impact can be measures of an organization runs by a group of potential farmers known as producers/farmers organization and what changes has been made in their lifestyle and improvement of their living standard by fulfilling the domestic needs.

- Food Security
- Education Status
- Access to Health facilities
- Enabling environment

The producer's organization shows the social solidarity that how the social enterprise and social entrepreneurs are using social solidarity to create better social outcomes reflects as increase in membership and fixing the designation of roles and responsibilities of executive and general body of organization. The unit also examines how the financial landscape that supports social progress in changing market led awareness and activities especially the impact of value chain, impact of graded and ungraded products, value addition through attractive packaging that cause the high price in market and more financial benefit for the producers.

This abstract based on the Date Producer Organization (DPO) Date Growers Community Cooperative of Panjgoor District of Balochistan Province of Pakistan and the Social solidarity for Social and economic Change and Impact is an example of empowerment of small farmers involved in dates production and marketing.

The producer organizations known as the Social Solidarity platform innovated by the farmers of date producers group. The Date producer group called Baloch Hamza Brothers converted as Producer Group for collective marketing is a group of potential date growers in Dates of Panjgoor District of Balochistan, the largest (44% of country landmass), but least developed province bordering with Iran. While working on participatory approach for rural development and to enhance the income generation activities by creating market linkages at local, national and international level.

Context and problem statement:

Smallholder farmers grappled with challenges of object poverty, they have been vulnerable to shocks of agriculture marketing due to the complex marketing and role of intermediary capture the market and become a self-made donor for the small farmers fulfilling the needs. The middleman purchases the crop at flowering stages when farmers need to purchase the inputs supplies such as sprays, fertilizer and packaging material and cost of electricity billing, these farmers are bound to sell their product to the middleman because they already got loans on different times from the middleman in fulfilling their other

domestic needs as well.

The cooperatives movement in this part of the World, called British-India at that time, started in 1904 with the aim to facilitate farmer's access to formal credit and legislated through Cooperative Credit Societies Act, 1904, later replaced by All India Cooperative Societies Act 1912 to expand the role of cooperative societies to other activities as well. The legislation was updated from time to time keeping in view the emerging needs and roles of the cooperative societies. At the time of creation of Pakistan, the cooperatives movement continued under the Cooperative Societies Act 1925 (Rules 1926). Since then, cooperatives have demonstrated varied experiences with both success and failure. However, and still considered as the farmer friendly institutions.

[Extended abstract \(EN\) available](#)

From a market dominant logic to collective cooperation as a coordination mechanism to address economic, social and environmental challenges in agriculture.

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The growing trend towards internationalization results in the need to establish organizational strategies for small farmers. This paper focuses on small family farming in Southeast Spain, where horticultural activity is mainly organized around cooperative business models. The objectives are to review the role of cooperatives as a coordination mechanism in the agricultural sector of Almería, and to illustrate their economic, social and environmental goals. The cooperatives in Almería have increasingly transformed their role from a market dominant logic to that of collective cooperation as a coordination mechanism based on the mutual benefit of the community and environment. Their ability to meet a wide range of economic, social and environmental needs and challenges of members and community leads to cooperative longevity.

While global market changes have been very influential in marking the necessity for change, the demands of the farming community, members and society in general have resulted in social and environmental factors being as much a priority as economic aspects, particularly in light of scarce water resources, sub-optimum infrastructure and logistics, climate change and decreasing bio-diversity. Social elements can act as drivers and controllers of economic activity, simultaneously promoting eco-social objectives such as organic agriculture, eco-efficiency in the use of agricultural resources, collective management of common goods and environmental protection. In this sense, cooperatives have made substantial efforts as a driver of innovation in the production and commercial sector. At the same time, they play a role in the transmission of social responsibility and awareness for efficient use of natural resources to the various generations. The Almería (Southeast Spain) case serves to underline the many different sustainability components that may be considered relevant in future cooperatives studies on sustainability and resilience as well as cooperative values.

In this context, the aims of this study are several: review the cooperatives' role as coordination mechanism in horticultural sector in Almería; also, illustrate its role in fostering sustainable development.

[Extended abstract \(EN\) available](#)

The Role of Cooperatives in the Development of Sustainable Agriculture: The Case of Citrus Cooperatives in Spain

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Environmental pressures and the need to develop sustainable economies are issues that have been on the policy agenda for years. However, the adoption of the Sustainable Development Goals (SDGs) in the framework of the 2030 Agenda by the United Nations in 2015 has marked a turning point both at the academic level and in research and transfer policies (Esposito et al., 2020).

One of the challenges expressed by the European Union (EU) in relation to the bioeconomy focuses on sustainable agriculture. This is based on the idea that industrial inputs (materials, chemicals, energy) should come from renewable biological resources, with research and innovation being key to facilitating the transformation process (Bugge et al., 2016). Explicit legislative references to this type of development point to the environment as a key factor for the generation of high value-added activities, urging to improve the technological component in traditional agricultural and forestry activities. In March 2020, the European Commission presented an Action Plan for the Circular Economy, which mainly seeks to tackle the problem at its root, regulating the design of sustainable products, the reduction of waste and the empowerment of citizens through information and rights. The agri-food sector, although not specifically targeted by this plan, is affected by the need to reduce waste and advance in the transition from a linear economy to a circular model.

The commitment to these measures does not only concern the signatory governments, but permeates all levels of their societies, both public and private. In this context, as the 2030 Agenda itself recognises, the private sector is key to achieving the goals set and explicitly acknowledges the role of cooperatives in this task (UN, 2015). However, to date there has been little scientific work analysing the degree of integration of the SDGs in business management (Van der Waal et al., 2021). Measuring the interaction of companies with the SDGs is complicated by the multiple interrelationships between the SDGs themselves (Schaltegger, 2018). This has led to approaching the study from an evidence-based perspective to detect the strengths and weaknesses that influence business behaviour (Pizzi et al., 2020).

Socio-economic studies on the circular economy applied to the agri-food sector have so far focused on products such as wine (Sehmen et al., 2020) and olive oil (Trivino-Tarradas et al., 2020). There is no empirical work that studies the business fabric of the citrus sector as a source of transformations towards the bioeconomy. Spain, with the significant economic, social and territorial weight of its agri-food sector, is called upon to meet the challenge of moving from a linear to a circular value chain. Although the underlying idea is the transformation from a product-oriented industry to an industry supplying other activities, there is a notable emphasis on inter-sector dynamics and cooperation.

Agricultural cooperatives are the most common form of enterprise in the agricultural sector and have played an increasingly important role in the EU food system. Their fundamental mission is to bring together the supply of agricultural producers and to act as a vehicle for transmitting market demands, facilitating the access of these producers to modern food supply chains (Bijman et al., 2012). The dynamic development they have experienced in the last decade in many different sectors of the European food industry is attributed to the fact that they have managed to gain significant market shares in their domestic markets, as well as increasing control over crucial aspects related to the quantity and quality of their products at different levels of product processing and supply chains. They also contribute significantly to rural livelihoods as their presence in rural areas significantly reduces the likelihood of farmland abandonment (Ma and Zhu, 2020). In addition, producers often place business decisions regarding strategy and innovation in the hands of the cooperative with which they market their production. This makes this type of organisation an indispensable agent in the transition towards more sustainable models.

Despite the important role of cooperatives in the agricultural and agri-food sector, like other organisations they are threatened by various factors, such as market pressures, changes in demand and the reform of the CAP. These three factors are in turn related to the sustainability of agricultural and

agri-food activity and lead to the need to redesign processes and the life cycle of products, with the aim of achieving the minimum consumption of inputs and production waste (D'Amato et al., 2020). To this end, it is necessary to characterise current production methods, account for by-products and waste, and redesign these processes taking into account aspects such as carbon footprint and waste revaluation. Furthermore, it is strategic to investigate the personal attitudes of stakeholders to improve the implementation of bioeconomy strategies (Borrello et al, 2017), as well as the adoption of innovative technologies and practices to achieve an economically sustainable expansion of the agricultural sector (Lapple and Thorne, 2019).

[Extended abstract \(ES\) available](#)

Keywords: agri-food cooperatives, bio-economy, circular economy, citrus sector, sustainability

4.4. LIVING OUR IDENTITY FOR THE BEST OF SDGs WITH AFFORDABLE HOUSING AND ENERGY



Renewable Energy Cooperatives towards SDG7: the Brazilian and German context

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Climate change is one of the biggest challenges faced by the contemporary society, affecting from the increased occurrence of extreme weather events, to the quality of the air we breathe, to the production of our food. According to the Intergovernmental Panel on Climate Change (IPCC, 2018), the energy sector is responsible for the emission of two-thirds of greenhouse gases. In this regard, one of the most significant ways to act in defense of our planet and mitigate the effects of climate change is by transforming the energy system through the adoption of renewable energy and energy efficiency measures.

Aiming to act towards this challenge, in 2015, the UN General Assembly adopted the 2030 Agenda for Sustainable Development and its Sustainable Development Goals (SDGs). In the heart of both the 2030 Agenda for Sustainable Development and the Paris Agreement on Climate Change, the SDG 7 relies on Energy and it calls to “ensure access to affordable, reliable, sustainable and modern energy for all”.¹³

To be achieved, such a goal proposed by SDG 7 needs a global approach and local action that engages all levels of society, from government institutions to local communities. According to International Renewable Energy Agency (IRENA, 2019), one of the most potential ways to fill this gap is through decentralized renewable energy generation projects, known as decentralized generation or distributed generation. Generating energy resources in a decentralized manner offers greater resource efficiency by avoiding energy losses from the long distances of transmission wires, greater flexibility, and concrete opportunities for empowering regions, cities, communities, and other local entities.

In this context, Renewable energy cooperatives (RE-Coops) have the potential to contribute to achieving SDG 7 goals. RE-Coops refer to a business model in which citizens gather to jointly own and/or share a decentralized renewable energy project. In other words, RE-Coops are initiatives led by citizens who invest in their own production, distribution and/or supply of renewable energy according to the principals stated by the International Co-operative Alliance (ICA). (COOPERATIVES EUROPE, 2019)

According to Soares et al. (2018), by making energy accessible and affordable RE-Coops improves productivity, living conditions and creates jobs, particularly in rural areas. RE-Coops might also contribute to the climate crisis through reducing energy consumption by improving both energy awareness and energy efficiency, since energy is produced locally, avoiding transmission and distribution losses associated with the traditional and centralized energy scenario. Many RE-Coops bring concrete illustrations of implemented methods and devoted people to helping members reduce their consumption through the adoption of energy efficiency measures.

RE-Coops develop differently from country to country, considering the diversity of cultural, economic, political and geographical contexts. In Germany, for example, RE-Coops play an important role in the country’s energy transition process. There are some factors that can explain why RE communities are well developed in Germany: a well-established low-carbon energy movement, tradition on cooperatives and other associations to achieve changes in a local level, and a high level of leadership and support from municipalities (UK DEPARTMENT OF ENERGY & CLIMATE CHANGE, 2014).

On the other side of the Atlantic Ocean, RE-Coops in Brazil presents a quite different context. In the Latin American country, renewable energy initiatives driven by citizens were regulated only in late 2015. Thus, this model is currently under early stages of its development, and, in consequence, there is a gap in the literature available on this topic into the Brazilian context. On the other hand, there is a lot of interest to better understand the model in order to turn it into a reality in the country.

While in Brazil RE-Coops are a recent reality, in Germany they are a strong and well established movement playing a major role towards energy transition in Europe. Therefore, this paper aims to shed some light to what is happening in Brazil and across countries experiences with Germany RE-Coops

¹³ UN SDG 7: <https://sdgs.un.org/topics/energy>

context, contributing with the international discussion on this topic, while investigating the major role RE-Coops can play in collaborating in the achievement of SDG 7.

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Keywords: renewable energy cooperatives, SDG 7, Brazil, Germany, energy transition

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2.1 – BY TAKING ADVANTAGE OF THE DIGITAL AGE - *Digital and technology*

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HERITAGE – [\[Panel session\] The reception of the cooperative identity in Cuba.
Antecedents, reality and perspectives](#)



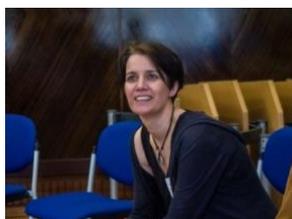
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1.2 – THROUGH INCLUSIVE GOVERNANCE – *Gender equality*

- [The perception of actors on the role of women's cooperatives in the empowerment of women, case of the Souss Massa region, Morocco](#)



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1.3– THROUGH EDUCATIONAL OPPORTUNITIES – [\[Panel session\] Collaborate,
inspire & engage: Cooperative Identity and principles to unlock youth entrepreneurship](#)

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1.3 – THROUGH EDUCATIONAL OPPORTUNITIES – [\[Panel session\] Learning for cooperation: about educational experiences and cooperative identity.](#)

- Teaching about cooperation in educational institutions and making the cooperative alternative visible when it comes to organising economic and social life.

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1.1 – THROUGH A STRONG COOPERATIVE BRAND – Coop branding

- [What's in a Word: Co-operatives, Imperfect Information, Signals, Deception, and Constructing the Co-operative Advantage: The Example of the Health & Fitness Industry](#)



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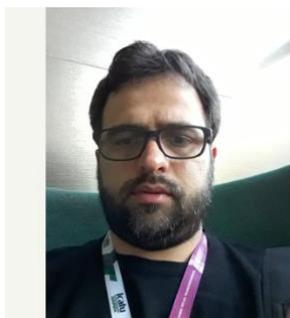
1.1 – THROUGH A STRONG COOPERATIVE BRAND – Coop branding

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- [Co-operatives as Life Savers: The Example of Aged Care Facilities and the Covid-19 Crises](#)



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1.3 – THROUGH EDUCATIONAL OPPORTUNITIES – [\[Panel session\] The institutionalization of cooperative education beyond cooperatives: the case of the creation of Cresol Instituto in Brazil.](#)



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Giorgia Amato is a development economist, holding a PhD on women's empowerment and food security, with a case study in Ethiopia, from Roma Tre University. She develops a keen interest in quantitative methods and data analysis. Since 2020 she has joined, as a consultant, the Statistics Division at FAO working on agri-food data analysis and data validation. Giorgia has also carried out a field research in Ethiopia, where she studied the impact of membership in an agricultural cooperative on household's food security. She, then monitored the activities for an international cooperation project involving cooperatives as main beneficiaries in two regions of southern Ethiopia. Giorgia is a passionate, enthusiastic and adaptive fast-learning person, she is strongly interested in the political and institutional analysis to understand social and economic dynamics investing people. Her greatest passion is travelling and being absorbed by new cultures. In Aroundtheworld.coop she is part of the research and capacity development team.

1.1 – THROUGH A STRONG COOPERATIVE BRAND – *Coop branding*

- [Participatory action research and documentary filmmaking to investigate and disseminate about cooperative identity: the case of the aroundtheworld.coop project](#)
-

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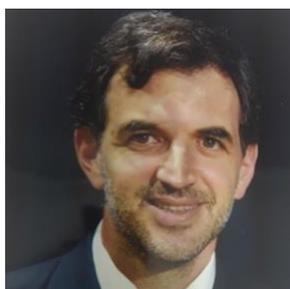
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1.3 – *THROUGH EDUCATIONAL OPPORTUNITIES – [Panel session] Learning for cooperation: about educational experiences and cooperative identity.*

- Educating through co-operation and contributing to the development of a co-operative identity



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4.1 – *WITH REWARDING JOBS – Work, worker coop*

- [The Social Income with Work Programme and the construction of cooperative identity](#)



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1. – *EXAMINING OUR COOPERATIVE IDENTITY – Manifestation of cooperative identity*

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BATEMAN, Milford

Visiting Professor, Juraj Dobrila University, Croatia / Adjunct Professor, St Mary's University, Canada



Milford Bateman is a Visiting Professor of Economics at Juraj Dobrila at Pula University in Croatia, Adjunct Professor in Development Studies at Saint Mary's University, Halifax, Canada, and Associate Researcher, FINDE, Fluminense Federal University, (UFF), Rio de Janeiro, Brazil. His teaching, research and policy consulting interests are in local economic development issues, including finance for local development. He is currently finalizing the 2nd updated edition of his influential 2010 book 'Why Doesn't Microfinance Work? The Destructive Rise of Local Neoliberalism' which is due for release in 2022 with Bloomsbury Publishing.

3.5 – FOR FACING CRISES WITH STRENGTH – Coops and (post-) COVID-19 pandemic

- [The COVID-19 crisis and the global microcredit industry: An opportunity to move to new local cooperative financial models](#)

BEISHENALY, Nazik

KU Leuven, Belgium

4. LIVING OUR IDENTITY FOR THE BEST OF SDGs – SDGs

- [How cooperatives drive the change – A SDG Framework for Cooperatives](#)

BERRANGER, Cécile

Roma Tre University / aroundtheworld.coop / Manchester Metropolitan University, Italy



Cécile Berranger has a BSc in Economics, a MSc in Development and Environmental Economics and a postgraduate master in “Co-operative firm” at the Università degli Studi Roma Tre. Cécile has done an internship and then a consultancy at the Food and Agriculture Organization of the United Nations (FAO) on Producers' organizations and Rural Institutions. Moreover, Cécile is accomplishing a PhD at Manchester Metropolitan University Business School focusing on the role of cooperatives in reshaping places. Among several scientific publications on cooperatives, she wrote an Italian book on cooperatives and common goods ('Cooperative Bene Comune'). In 2018 she

joined the Aroundtheworld.coop, where she is part of the research team and responsible for communication.

1.1 – THROUGH A STRONG COOPERATIVE BRAND – Coop branding

- [Participatory action research and documentary filmmaking to investigate and disseminate about cooperative identity: the case of the aroundtheworld.coop project](#)



BICKFORD, Nicolas

Saint Mary's University, Canada

Originally from New York, USA, Nicolas Bickford first found his passion for cooperation while living at a housing cooperative. Quickly becoming a regular part of the community, he immersed himself in cooperation through extensive volunteer work at both the housing cooperative and a local credit union. Having attended the Master of Management: Cooperatives and Credit Unions program at Saint Mary's University in Nova Scotia, Canada, he graduated in the fall of 2020. Since then, he has been able to turn his love of cooperation into a profession and is now a Finance Specialist at Oregon State Credit Union.

3.1 – FOR THE SURVIVAL OF THE PLANET – Climate action

- [Co-operative Values in a Heating World](#)



BIDET, Eric

Professor, LE MANS UNIVERSITY, ADDES, France

I am an associate professor at the Faculty of Law, Economics and Business Administration of Le Mans University (France) where I'm directing the Master and the Chair of Social and Solidarity Economy. I obtained a PhD of Sociology from University of Paris X in 2001. My main research interests include cooperatives, social and solidarity economy, social enterprise, and co-production of welfare services in a comparative perspective between Europe and Asia (with a focus on South Korea). I'm also a member of the RECMA Editorial Board and the International Scientific Commission of the CIRIEC, and I have been co-chairing ADDES, an association for the development of data on social economy, since 2019.

4. LIVING OUR IDENTITY FOR THE BEST OF SDGs – SDGs

- [CSR and transition, renewal and challenges for the cooperative identity](#)

BILLET, Adrien

FWO SB Fellow, KU Leuven, Belgium

1.2 – THROUGH INCLUSIVE GOVERNANCE – Coop governance

- [Governance codes for hybrid organizations: the case of cooperative enterprises](#)

BLANCO, Carlos Gonzalez

Cooperatives of the Americas

1.3 – THROUGH EDUCATIONAL OPPORTUNITIES - Youth

- [Youth and the ICA-EU Partnership: Youth, Equity and Inclusion within the Cooperative Movement with Global Thematic Research on Youth](#)

3.1 – FOR THE SURVIVAL OF THE PLANET – Climate action

- [Environment and the ICA-EU Partnership: Links between Cooperatives and Climate Action with a Global Thematic Research on Environment](#)



BODINI, Riccardo

Director, EURICSE

Riccardo Bodini is the Director of Euricse, a research foundation focusing on knowledge development and innovation for cooperative and social enterprises. He joined Euricse in 2010 to work on project development and has since held positions as Coordinator (2012-2015) and General Coordinator (2016-2018). In addition to managing the Foundation, Riccardo works directly with public sector agencies, cooperatives and social enterprises on applied research and consulting projects ranging from strategic planning and organizational design to policy analysis. Prior to joining Euricse he spent nine years in Chicago working for RW Ventures, an organization specialized in urban and regional economic development, where he worked on a variety of projects designed to foster business development in underserved urban areas. Riccardo graduated summa cum laude in Communication studies at the University of Bologna and obtained a Master in Public Policy from the University of Chicago.

1.2 – THROUGH INCLUSIVE GOVERNANCE – Coop governance

- [Inclusive governance and enterprise sustainability: developing new tools for member participation](#)



BORONAT PONT, Violeta

Secretary of Institutional Development and responsible for the Gender Program, Instituto Universitario de la Cooperación, Argentina.

Magister in Public Administration; Graduate and Professor in Educational Sciences at the University of Buenos Aires. Member of Instituto Movilizador de Fondos Cooperativos, IDELCOOP Fundación de Educación Cooperativa and the Instituto Universitario de la Cooperación, as Secretary of Institutional Development and responsible for the Gender Program. Member of the expanded Advisory Council of the National Institute of Associativism and Social Economy (INAES). Expertise in institutional strengthening and development processes in public, cooperative and social organizations; educational systems and gender perspective.

1.2 – THROUGH INCLUSIVE GOVERNANCE – [\[Panel session\] Research contributions for the approach of a gender perspective in cooperative and Social and Solidarity Economy organizations.](#)

- [Actions in Argentina from a gender perspective in the cooperative field](#)



BOUCHARD, Marie J.

Professor, Université du Québec à Montréal (CAN) / President, CIRIEC
International Scientific Commission on Social and Cooperative economy

Marie J. Bouchard is full professor at University of Quebec in Montreal (CAN) and president of the Scientific Commission on Social and Cooperative Economy of CIRIEC International. She presently acts as external coordinator of the project Opportunities and challenges of statistics on Social and Solidarity Economy, led by UNRISD for the United Nations Inter-Agency Task Force on Social and Solidarity Economy (UNTFSSSE), after having chaired for the International Labour Organization the COPAC technical working group on cooperative statistics. In Canada, Marie J. Bouchard is also a member of the Center for research on social innovation (CRISES) and scientific advisor for Innovating Territories in Social and Solidarity Economy (TIESS).

1. EXAMINING OUR COOPERATIVE IDENTITY – [\[Panel session\] Statistics on the social and solidarity economy \(SSE\): cooperative and SSE identity](#)

BOUDES, Mélissa

Assistant Professor, Institut Mines-Télécom Business School, France

2.1 – BY TAKING ADVANTAGE OF THE DIGITAL AGE - *Digital and technology*

- [Platform Cooperatives: identity building through meta-organizing](#)
-

BRAGA, Marcelo José

Federal University of Viçosa, Brazil

4.3 – WITH ENHANCED FOOD SECURITY - *Agricultural coop*

- [Cooperatives and income inequality in Brazilian Rural Sector](#)
-

BRUNEEL, Johan

KU Leuven & IESEG School of Management

1.2 – THROUGH INCLUSIVE GOVERNANCE – *Coop governance*

- [Governance codes for hybrid organizations: the case of cooperative enterprises](#)
-



BUFFA, Gabriela

Idelcoop - Fundación de Educación Cooperativa, Argentina

Gabriela Buffa is a Professor and Graduate in Educational Sciences from the University of Buenos Aires. She is a member of the Idelcoop pedagogical team where she develops training programs in cooperativism and is part of the Editorial Committee of the Idelcoop Magazine. She has participated in research on cooperatives, early childhood and youth, and on gender issues. She was a member of the ICA Youth Network. She is currently a Board member of the Mobilizing Institute of Cooperative Funds.

1.3 – THROUGH EDUCATIONAL OPPORTUNITIES – *Education*

- [Half a century of cooperative education. Contributions to a pedagogy of solidarity.](#)

CABRERA, Jorge

PromoCoop - Promoting Cooperative Development

1.1 – THROUGH A STRONG COOPERATIVE BRAND – Coop branding

- [Cooperative identity and brand recognition in consumer cooperatives](#)



CARABINI, Camilla

PhD student, University of Milano Bicocca, Italy

Camilla Carabini is a PhD student in Social and Cultural Anthropology at the University of Milano-Bicocca. Her research agenda primarily focuses on money, finance, financial inclusion, cryptocurrencies, CBDCs, and cooperatives. She is a board member of Fondazione Finanza Etica. She is an expert within the field of international cooperative development: she has been working for six years in Coopermondo, an NGO engaged in the promotion of social and cooperative enterprises in Africa and Latin America. She has lived, studied and worked in several countries around Europe, Africa and Latin America.

1. EXAMINING OUR COOPERATIVE IDENTITY - Diverse philosophical foundations

- [Shifting meanings of the cooperative identity. - The importance of the anthropological approach in the cooperative development discourse.](#)



CARINI, Chiara

Senior Researcher, European Research Institute on Cooperative and Social Enterprises (EURICSE), Italy

Chiara Carini is a senior researcher at the European Research Institute on Cooperative and Social Enterprises (Euricse) based in Trento (Italy). She is responsible for the analysis of characteristics, dynamics, evolution, and impact of cooperatives and the social economy on a local, national and international scale. She has edited the first official statistical report on Italian cooperatives published by the Italian National Institute of Statistics, and, over the last ten years, she has worked on the World Cooperative Monitor.

3.5 – FOR FACING CRISES WITH STRENGTH – Coops and (post-) COVID-19 pandemic

- [Rebuilding the economy after Covid-19: the contribution of large cooperatives to the recovery phase](#)



CASOLA, Natalia

Archivo Histórico del Cooperativismo Argentino, Argentina

Casola, Natalia. D. and Prof. in History from the Faculty of Philosophy and Letters of the University of Buenos Aires. Researcher at CONICET. Teacher and researcher at the Center for the Study of Social Economy of UNTREF. Member of the Historical Archive of Argentine Cooperativism (AHCA).

1.4 – THROUGH COOPERATIVE CULTURE AND SAFEGUARDING CULTURAL HERITAGE – [Panel session] The role of archives in the evolution, preservation and promotion of cooperative identity

CASTELLA, Carlos Daniel

Centro del Pensamiento Coomeva, Colombia

1.4 – THROUGH COOPERATIVE CULTURE AND SAFEGUARDING CULTURAL HERITAGE – [\[Panel session\] The role of archives in the evolution, preservation and promotion of cooperative identity](#)

CASTILLO ROMERO, Nadia Eslinda

Universidad Iberoamericana Puebla, Mexico

1.2 – THROUGH INCLUSIVE GOVERNANCE – [\[Panel session\] Research contributions for the approach of a gender perspective in cooperative and Social and Solidarity Economy organizations.](#)

- [Social and Solidarity Economy, and the critique of the social division of labour](#)
-



CASTRO NUÑEZ, Rosa Belen

Professor, Universidad Rey Juan Carlos, Spain

Belen Castro, Pd.D. in Economics, is a tenured associated professor in the applied economics department at Rey Juan Carlos University (Spain). Her field of expertise is applied econometric analysis and her research areas of interest are social economy, labour market (especially women related topics) and socioeconomic impact analysis. She is also an external advisor at Abbay Analistas, where she has taken part in projects related to social economy, labour market and socioeconomic impact. She has published over 40 articles, books and chapters in books, which have received over 320 citations. Besides the scientific diffusion, her work has been presented in forums, conferences and meetings at different international organizations, such as the EU Parliament, UNTFSSSE, OECD and NATO.

4.1 – WITH REWARDING JOBS – *Work, worker coop*

- [Cooperatives as driver forces in the generation of decent work conditions. The case of Spain in the recovery from the great recession](#)
-

CATÁ HERNÁNDEZ, Carlos Alberto

Arqdecons Cooperative, Cuba

2.4 – BY MEETING FUTURE CAPITAL NEEDS - [\[Panel session\] Cuban cooperatives experiences from the organizational, rural youth, economic and financial perspective](#)



CEBALLOS, José Carlos

International Project manager, Centro Internacional Santander Emprendimiento (CISE), Spain

José Carlos Ceballos. International project manager with 15 years of experience in the identification, creation and managing of projects funded by the UN, EU, and Spanish institutions, implemented in several countries worldwide. Expert in sustainable development, international cooperation, humanitarian aid and social movements, working in Fundación UCEIF (CISE) since 2017 for the design and implementation of international projects in the entrepreneurial education sector, with a special focus on training and knowledge cooperation, always aiming for a positive social impact. He has

been the coordinator of both the ECOOPE and YOUCOOPE projects, focused on entrepreneurial cooperative education.

1.3– THROUGH EDUCATIONAL OPPORTUNITIES – [\[Panel session\] Collaborate, inspire & engage: Cooperative Identity and principles to unlock youth entrepreneurship](#)



CETERA, Frank

Senior Business Advisor, Onondaga Small Business Development Center, Onondaga Community College, US

Frank Cetera is Senior Business Advisor with the New York Small Business Development Center at Onondaga Community College. Frank's experience with cooperatives is reflected in his life as founder of Bitternut Housing Collective, member volunteer at Syracuse Real Food Co-op, and as a Board Member/Chair of Cooperative Federal Credit Union. Frank holds an M.S. in Sustainable Systems from Slippery Rock University Pennsylvania; Advanced Advisor Certification in Employee-Ownership from the NYSBDC, and Business Analyst Certification from Expert Rating - An ISO 9001:2008 Company. Frank is the Chair of the America's SBDC national Special Interest Section on Employee Ownership and Business Transition.

1.5 – THROUGH PARTNERSHIPS WITH GOVERNMENTS – Public policy

- [U.S. Main Street Employee Ownership Act Implementation by Small Business Development Centers](#)
-

CHARBONNEAU, Josée

IRECUS, Université de Sherbrooke, Canada

4.1 – WITH REWARDING JOBS – [\[Panel session\] The Co-opConvert Project: Mapping the Potential of Converting Workplaces and Community Spaces to Cooperatives in Canada and Internationally](#)

- [Facilitating Factors and Challenges of the Québec Cooperative Conversion Ecosystem](#)
-

CHAVES, Rafael

Professor, Universitat de Valencia, Spain

1. EXAMINING OUR COOPERATIVE IDENTITY – [\[Panel session\] Statistics on the social and solidarity economy \(SSE\): cooperative and SSE identity](#)

CHERIET, Foued

Montpellier Supagro, France

2.5 – BY SUPPORTING ENTREPRENEURIAL INNOVATION – Coop identity as business advantage

- [The effect of a crisis context on French wine exports: Comparison of independent wineries and wine cooperatives](#)

CHO Wanhyung



Adjunct Professor of Yonam College / Lecturer, Kyungpook National University, Korea

Mr. Cho Wanhyung is adjunct professor of Yonam College, lecturer of Kyungpook National University holding a doctor's degree in food and resource economics. He's also assuming various roles in other organizations such as; senior research fellow of Research Institute for Regional Studies of Dankook University; vice president of Korea Society of Cooperative Studie; president of Hansalim Livestock Food; and etc. His main areas of interest include marketing of eco-friendly agri-food, management of agro-food business corporation and consumer cooperative, and alternative rural community development strategy.

3.4 – FOR STRENGTHENING THE COMMUNITY – Community and territory

- [Alternative Rural Development Strategy with Local Organic Food Cooperative Movement for producers-consumers coexistence](#)



CHO Mihyoung

Researcher, Co-Research Coop, Korea

Mihyoung Cho is the Researcher at the Co-Research Coop. The main research topics are rural welfare, the career development of adolescents, social isolation of young people, etc., and She is interested in social cooperatives as a local social welfare practice model. Currently, he is experimenting with the possibility of a cooperative as a research organization while operating a cooperative with social welfare researchers.

4.1 – WITH REWARDING JOBS – Work, worker coop

- [Is an independent researchers' organization sustainable as a worker cooperative? – A case analysis using Hansmann's the Ownership Theory of the Firm](#)

CHOI Dongil

Coop Unit, International Labour Office

1. EXAMINING OUR COOPERATIVE IDENTITY – [Panel session] Statistics on the social and solidarity economy (SSE): cooperative and SSE identity



CHOI Eunju

iCOOP Co-operative Institute, Korea

Eunju Choi is a member of a consumer co-operative and the director in chief of iCOOP Co-operative Institute. She works as an auditor for some co-operatives and social enterprises. She is interested in finding the crucial role that co-operatives can play to make the world more equitable.

2.5 – BY SUPPORTING ENTREPRENEURIAL INNOVATION - Coop identity as business advantage

- [Entrepreneurial Innovation in a cooperative way: a case of iCOOP Korea](#)



CHOI Anthony Woo-jin

Ph.D student, Sungkonghoe University, Korea

I am currently a Ph.D. student at Sungkonghoe University. I am interested in topics related to cooperative business models.

2.5 – *BY SUPPORTING ENTREPRENEURIAL INNOVATION – Coop business model*

- [Study on the characteristics of business models according to client-based cooperative types](#)

CHOI Woosuk

Sungkonghoe University, Korea

2.4 – *BY MEETING FUTURE CAPITAL NEEDS - Capital and surplus distribution*

- [Measuring Equity Value for Cooperatives using Option Pricing Model](#)



CHRISTIE, Neha

Tata Institute of Social Sciences Mumbai, India

Through my work with non-profit organisations and academic research institutes for more than nine years, I have been involved in local institution-building through policy formation, implementation, advocacy, research and training programmes in urban and rural India. Especially the last six years of my work involve intensive research on models of farmers' collectives. The thematic areas of my research are democratic governance, social capital, institutional behaviour, leadership, women empowerment and livelihood alternatives.

1.2 – *THROUGH INCLUSIVE GOVERNANCE - Coop governance*

- [Assessing the linkages between democratic governance and members' participation in cooperatives](#)



COELHO, Alfredo

Associate Professor, Bordeaux Sciences Agro, France

My research topics: The strategy-finance links in large firms, co-operatives, and grape-farms in the wine and distilled spirits industries.

4.3 – *WITH ENHANCED FOOD SECURITY - Agricultural coop*

- [European wine cooperatives: towards a typology of distribution networks in North America](#)

COMPÈRE, Coline

CIRIEC International, Belgium

1. *EXAMINING OUR COOPERATIVE IDENTITY – [Panel session] Statistics on the social and solidarity economy (SSE): cooperative and SSE identity*

COSSEY, Jozef

Doctoral fellow, KU Leuven & UCLouvain, Belgium

Jozef Cossey is a doctoral fellow at Research Foundation Flanders (FWO), currently undertaking his PhD in Business Economics at KU Leuven. He holds a BA in Applied Economic Sciences and a MA in Business Economics. Lying at the intersection of digitization and sustainability, his research is situated in the context of the sharing economy. More concretely, it aims to assess the implications of various legal forms and institutional arrangements for economic, social and environmental outcomes. Prior to joining the KCO, he has worked on topics of social economy and social innovation as a consultant to the OECD.

1.2 – THROUGH INCLUSIVE GOVERNANCE – Coop governance

- [Governance codes for hybrid organizations: the case of cooperative enterprises](#)



CRISTOBAL, Stella

Responsible for the Department of Innovation and Development, Laboratorio Tecnológico del Uruguay (LATU), Uruguay

Specialist in integrated management systems (quality, environment, occupational safety) and Innovation Management. She has complemented her training with various postgraduate courses: strategic intelligence, knowledge and intellectual capital, environmental footprints, among others. Responsible for the Department of Innovation and Development in Management of the Technological Laboratory of Uruguay (www.latu.org.uy). Actively participation as evaluator of the national recognitions and awards granted by the National Institute of Quality (INACAL) and the Ibero-American Foundation for Quality Management (FUNDIBEQ). She participates in the development and validation of the Uruguayan Innovation Management Model and the More Cooperative Value Model.

1. – EXAMINING OUR COOPERATIVE IDENTITY – Manifestation of cooperative identity

- [More Cooperative Value: an initiative for change management and innovation in the Uruguayan cooperative ecosystem](#)

CROWELL, Erbin

Neighboring Food Co-op Association and NCBA-CLUSA, US

1. EXAMINING OUR COOPERATIVE IDENTITY – [Panel session] Operationalizing cooperative identity



DACANAY, Marie Lisa

Institute For Social Entrepreneurship in Asia, the Philippines

Marie Lisa Dacanay is the President of the Institute for Social Entrepreneurship in Asia and is a pioneer in social entrepreneurship education and research in the region. She was recognized by the Schwab Foundation for Social Entrepreneurship and World Economic Forum as Social Innovation Thought Leader of the Year 2019. She has led multi-country research on social enterprises and their role in accelerating the achievement of the Sustainable Development Goals including one that resulted to a set of Benchmarks and Guidelines for Transformational Partnerships and Women's Economic Empowerment in Agricultural Value Chains.

4. LIVING OUR IDENTITY FOR THE BEST OF SDGs – [\[Panel session\] ESGs & SDGs Meet Their Port Alegre Moment](#)

DA SILVA, Sandra Maria

Conaq, Brazil

Sandra is a quilombola from the Carrapatos da Tabatinga Community, from Bom Despacho in Minas Gerais. Graduated in Accounting, Master of traditional knowledge at UFMG and graduated in Social Work at UNIPAC. Sandra has over 40 years of activism in the quilombola cause and is one of the most active leaders in Minas Gerais, being one of the founders of N'GOLLO - Federation of Quilombola Communities in Minas Gerais. In addition, she is the Director of the Quilombola Federation of MG, Executive Coordinator of CONAQ and Coordinator of the CONAQ Women's collective. Her quilombola origin of struggle to maintain cultural roots, ancestry and territories made her understand early that she had a different mission. The presence of her mother Sebastiana and her deep religious roots made her understand very early that quilombolas are a people who struggle for a different meaning from the ones that permeates the existence of most of the people around them. This perception also had an impact on the way in which her political trajectory took place, which originated from a deep desire to create means for the quilombola collective existence to be maintained. It was a natural way: one thing pulling the other, one struggle leading to the other, and this was how the entities with she connected began to emerge. CONAQ, the Federation, Women of the Country, AMNB, Coalition among other fronts. That was how she built her conceptions of the quilombola project, of society, of the power relations that permeate not only the quilombola struggle, but the struggle of black women for rights, recognition, respect and dignity and territoriality.

4. LIVING OUR IDENTITY FOR THE BEST OF SDGs – [\[Panel session\] ESG Needs An EKG](#)



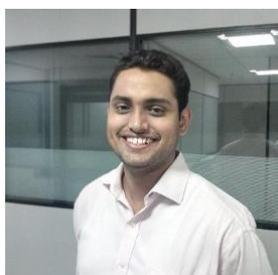
DAMBERG, Svenja

Hamburg University of Technology, Germany

Svenja Damberg is a Research Fellow and Doctoral Student at the Institute of Human Resource Management and Organizations, Hamburg University of Technology, Germany. She received her MSc Degree in Business and Development Studies from Copenhagen Business School, Denmark. Svenja Damberg addresses research topics with a focus in strategic marketing and quantitative research methods. She has published in journals such as Ecological Economics, International Journal of Sports Marketing and Sponsorship and presented her research at international conferences, including the AMS Annual Conference. She serves as a reviewer for journals such as the Journal of Co-operative Organization and Management.

1. EXAMINING OUR COOPERATIVE IDENTITY - Manifestation of coop identity

- [Understanding Cooperative Orientation in the Cooperative Banking Context](#)



DAVE, Mohit

Head, Partnerships and Resource Mobilisation, International Cooperative Alliance Asia-Pacific

Mr. Mohit Dave is Head, Partnerships and Resources Mobilisation at the ICA-AP based in New Delhi, India and serves as the Secretary to the ICA-AP Committee on Cooperative Research. He is responsible for review and analysis of strategic priorities as well as identification of potential development cooperation areas. Mohit has researched and written about the Asia-Pacific cooperative movement including in areas such as public policy and agricultural trade. He has recently co-authored a paper which reviews the Voluntary National Reports submitted by countries from the Asia-Pacific region at the United Nations High-Level Political Forum and analyses how cooperatives have been reflected in them. Mohit studied Mechanical Engineering from the University of Mumbai and Management from the Institute of Rural Management Anand in India.

4. LIVING OUR IDENTITY FOR THE BEST OF SDGs – SDGs

- [Cooperatives: Present but not Visible. Evidence from Voluntary National Reviews](#)

4. LIVING OUR IDENTITY FOR THE BEST OF SDGs – [\[Panel session\] Present but not Visible: Amplifying the Cooperative Identity in SDGs](#)

DEALDINA, Selma

CONAQ - National Quilombola, Brazil

4. LIVING OUR IDENTITY FOR THE BEST OF SDGs – [\[Panel session\] ESG Needs An EKG](#)



DE LISIO, Claudia Elida

Instituto Universitario de la Cooperación, Uruguay

Lawyer, with training in cooperative issues, territorial development and organizational development processes. She served as Director of Cooperative Promotion; Director of Cooperative Education IPAC Argentina; National Director of Solidarity Economy – Ministry of Social Development Argentina; member of the Institutional Management Area of the National Microcredit Commission and as an Advisor on Public Policies, Specialized Meeting of Mercosur Cooperatives. University teacher. He was the holder of the Social Economy Chair in integration processes (Master of Social Economy IDEAS / UNSAM) Former on Public Policies of the RECM. IUCOOP teacher in gender. She is currently Director of Planning and Institutional Development at INACOOOP, Uruguay.

1. – EXAMINING OUR COOPERATIVE IDENTITY – *Manifestation of cooperative identity*

- [More Cooperative Value: an initiative for change management and innovation in the Uruguayan cooperative ecosystem](#)

1.2 – THROUGH INCLUSIVE GOVERNANCE – *[Panel session] Research contributions for the approach of a gender perspective in cooperative and Social and Solidarity Economy organizations.*

- [Contributions to the approach of a gender and diversity perspective in co-operative and social economy regulation](#)



DO, Emi

Assistant Professor, Tokyo University of Agriculture, Japan

Emi Do is a passionate cooperative advocate. Having co-founded an agricultural cooperative of urban farmers, Emi went on to study governance practices of multi-stakeholder agricultural cooperatives in Japan. She is an Operations Team member of social.coop, an online cooperatively owned social networking platform, and a co-founder of unfiltered.coop, a media cooperative based in Japan. Emi teaches at Tokyo University of Agriculture and is on the editorial board of the Asia Pacific Cooperative Research Partnership. Her current research focus is in examining the role of worker cooperatives as an agent of transformation.

1.3 – THROUGH EDUCATIONAL OPPORTUNITIES – *Education*

- [Envisioning a co-operative future collaboratively: Speculative Fiction as a form of cooperative identity formation](#)



DOLLEY, Jonathan

Research Fellow, SPRU, University of Sussex, UK

Jonathan Dolley is a Marie Skłodowska-Curie Research Fellow at the Science Policy Research Unit (SPRU), University of Sussex. He has researched the links between urban development policy, peri-urban food systems and sustainability issues in China and India. His current research focuses on the cooperative food movement in South Korea.

1. EXAMINING OUR COOPERATIVE IDENTITY – *Diverse philosophical foundations*

- [Reflections on cooperativism as a transformative way of being human: perspectives from the Korean philosophical movement of Donghak \(Eastern Learning\).](#)

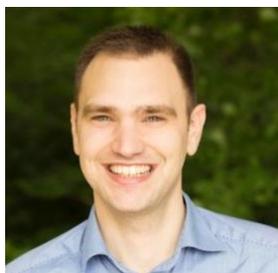


DONGRE, Yashavantha

Professor, University of Mysore, India / Ritsumeikan University, Japan

Formerly Professor and Dean at the University of Mysore, Prof. Dongre is currently serving as Visiting Professor at the College of Policy Science, Ritsumeikan University, Japan. His research interest is the Third Sector including Cooperatives, Non-profits and Social Enterprises. He has published widely on issues related to cooperatives and also provides consultancy/training services to cooperatives in India. Dr. Dongre is a founding member of the ICA-AP Research Committee and also serves as Co-Secretary of ICA-AP Committee on Cooperatives in Educational Institutions

1.5 – THROUGH PARTNERSHIPS WITH GOVERNMENTS – [\[Panel session\] Co-operative Identity and State Involvement: Seen from the Asian Pacific Cooperative Potential](#)



DUFAYS, Frédéric

Assistant Professor, ULiège & KU Leuven, Belgium

Frédéric Dufays is Assistant Professor at HEC Liège - University of Liège and KU Leuven. There, he is the co-promotor of the Cera-Boerenbond Chair on Cooperative Entrepreneurship. His current research interests include 1) the implementation and impact of economic democracy and deliberative practices in cooperatives; 2) legitimization processes of alternative organisational models; and 3) the collective internal dynamics at work in the emergence of hybrid organisations such as cooperatives and social enterprises.

1.2 – THROUGH INCLUSIVE GOVERNANCE – *Coop governance*

- [Governance codes for hybrid organizations: the case of cooperative enterprises](#)
-



DUGUID, Fiona

Research fellow, CEARC, Saint Mary's University

Fiona Duguid (PhD) is a researcher and educator based out of Chelsea, Quebec. She is a Research Fellow with the Centre of Excellence on Accounting and Reporting of Co-operatives, Saint Mary's University (SMU) and an instructor in the SMU Co-operative Business Management program and Assistant Professor (term) in the Shannon School of Business, MBA program (CED) at Cape Breton University.

4. LIVING OUR IDENTITY FOR THE BEST OF SDGs – SDGs

- [Made for co-ops, by co-ops: The development of co-operative-designed indicators for the SDGs.](#)

4.1 – WITH REWARDING JOBS – [\[Panel session\] The Co-opConvert Project: Mapping the Potential of Converting Workplaces and Community Spaces to Cooperatives in Canada and Internationally](#)

- [The Significance of Illustrative Cases of Business Conversions to Cooperatives in Canada Outside of Québec](#)

EDOSSA, Mekonnen Tolessa

Oromia Regional Cooperative Agency, Ethiopia

1.2 – THROUGH INCLUSIVE GOVERNANCE – Coop governance

- [Measuring Control Mechanisms for Good Governance in Selected Multi-Purpose Cooperative Societies Affiliated to Robi Barga Cooperative Union, West Shoa Zone, Oromia Regional State of Ethiopia](#)

EMERSON, John

Cooperatives Europe

1.3 – THROUGH EDUCATIONAL OPPORTUNITIES – Youth

- [Youth and the ICA-EU Partnership: Youth, Equity and Inclusion within the Cooperative Movement with Global Thematic Research on Youth](#)

3.1 – FOR THE SURVIVAL OF THE PLANET – Climate action

- [Environment and the ICA-EU Partnership: Links between Cooperatives and Climate Action with a Global Thematic Research on Environment](#)



ENCISO-SANTOCILDES, Marta

Associate Professor, University of Deusto, Spain

Marta Enciso-Santocildes is an Associate Professor at the University of Deusto's Law School since 1993, holds a degree in Law with a speciality in Economics (1986-1991) and a PhD in Law (2001, awarded cum laude). She is a researcher in Cooperativism, Social and Solidarity Economy and Social Innovation in local and international competitive projects and belongs to the Development, Economy and Social Innovation for People research team. She is member of the Institute of Cooperative Studies at the University of Deusto. She has edited several books and has published book chapters and papers in scientific journals in her specialist areas.

1. EXAMINING OUR COOPERATIVE IDENTITY – Cooperative identity and challenges

- [Business development cooperatives. A new structure for promoting the cooperative model.](#)

ESTEVAM, Dimas de Oliveira

Universidade do extremo Sul Catarinense (UNESC), Brazil

1.2 – THROUGH INCLUSIVE GOVERNANCE – Gender equality

- [Women's participation in the Brazilian and world cooperative movement](#)



ESTRAGÓ, Alfonso

PhD Candidate, Centro de Estudios de Sociología del Trabajo, Universidad de Buenos Aires, Argentina

Economist, Postgraduate in Data Mining, PhD Candidate in Economic Sciences (2021), UBA. Researcher at the Centro de Estudios de Sociología del Trabajo, School of Economics, UBA (topics related to Cooperativism and Horizontal Management Models). Scientific articles on the topics researched, published in recognized peer-reviewed journals of the country. Undergraduate lecturer in Administration, Accounting and Economics (UBA and Universidad de Belgrano). Teacher of Economics at the secondary level. 1st Prize in the "Monographic Contest 60th Anniversary of Intercoop: emblematic figures of

Argentine cooperativism”, organized by Intercoop Editora Cooperativa, September 2017.

4.1 – WITH REWARDING JOBS – Work, worker coop

- [Towards a genuinely cooperative management model: the case of software worker cooperatives in Argentina](#)

ETTANG, Dorcas

University of KwaZulu Natal, South Africa

4. LIVING OUR IDENTITY FOR THE BEST OF SDGs – [\[Panel session\] Unpacking the Contributions of Cooperatives to the Attainment of the SDGs in Context of the COVID-19 Pandemic](#)



EUM Hyungsik

Director of Research, International Cooperative Alliance

Hyungsik Eum is Director of Research at the International Cooperative Alliance (ICA). He is sociologist and worked as data analyst at the International Organization of Industrial, Artisanal and Service Producer Cooperatives (CICOPA). He has worked on several issues concerning cooperatives and the social economy, particularly comparative studies on worker and social cooperatives, statistics on cooperatives, cooperative employment and institutionalisation of the social economy. Recently, he starts working on the issue of role and contribution of cooperatives to SDGs. He is author of “Cooperatives and Employment: Second Global Report” (CICOPA, 2017), co-author of Cooperatives and Employment: A Global Report (CICOPA, 2014) “Cooperatives in industrial and service sectors in the Asia-Pacific region: Models, work and employment, ecosystem and public policies” (ICA AP and CICOPA, 2019) and co-editor of “Cooperatives and the World of Work (Routledge, 2019).

1. EXAMINING OUR COOPERATIVE IDENTITY – [\[Panel session\] Statistics on the social and solidarity economy \(SSE\): cooperative and SSE identity](#)

4. LIVING OUR IDENTITY FOR THE BEST OF SDGs – SDGs

- [How cooperatives drive the change – A SDG Framework for Cooperatives](#)

ETXEBERRIA, Gonzalo Martínez

Faculty of Law, University of Deusto, Spain

4.1 – WITH REWARDING JOBS - Work, worker coop

- [Decent Work as a Basic Element to be Integrated in the Present and Future Cooperative Identity](#)

FERNÁNDEZ SOLÁ, Alberto

Universidad de la Habana, Cuba

Alberto Fernández Solá holds a degree in Accounting and Finance, graduated from the University of Havana in 2021. He was part of the student scientific group of enterprises of his faculty, as well as the research team of Cooperatives. His graduate thesis was related to the study of construction cooperatives in Cuba. The graduate has presented papers in different scientific events during his career, such as scientific conferences and congresses held together with the Chilean University Arto Prat. He has also participated in cultural and sporting events organized by the university. He

finished his studies at the University of Havana with a 4.70 grade point average.

2.4 – BY MEETING FUTURE CAPITAL NEEDS – [\[Panel session\] Cuban cooperatives experiences from the organizational, rural youth, economic and financial perspective](#)



FERNANDO, Sanjaya

Rajarata University of Sri Lanka

Sanjaya Fernando is passionate about researching agricultural cooperatives and collective enterprises with particular reference to smallholders. There, Sanjaya is more interested on examining how cooperatives and collective enterprise contribute to smallholder development. Sanjaya is a senior lecturer in Agribusiness. He completed his PhD at Massey University, New Zealand.

2.5 – BY SUPPORTING ENTREPRENEURIAL INNOVATION - *Coop identity as business advantage*

- [Members' benefits and performance of vertically integrated cooperatives](#)
-



FERRARIO, Cecilia

INACCOOP, Uruguay

Sociologist. Currently, she coordinates the area of Productive Strengthening and Development at the National Institute of Cooperativism, INACCOOP, Uruguay.

1. – EXAMINING OUR COOPERATIVE IDENTITY – *Manifestation of cooperative identity*

- [More Cooperative Value: an initiative for change management and innovation in the Uruguayan cooperative ecosystem](#)
-

FIGUEIREDO, Fabrício Henrique de

OCB and Pontifical Catholic University of Minas Gerais

1.1 – THROUGH A STRONG COOPERATIVE BRAND – *Coop branding*

- [CONSUMER-BRAND RELATIONSHIPS \(CBR\): An empirical study from an integrative model about internships in a financial cooperative in Brazil.](#)

2.5 – BY SUPPORTING ENTREPRENEURIAL INNOVATION - *Coop identity as business advantage*

- [From Rochdale to globalization. The importance of adopting good governance and management practices in cooperatives as strategy to guarantee cooperative identity and consolidation in an agile, volatile and capital-oriented market](#)

4.1 – WITH REWARDING JOBS – *Work, worker coop*

- [Running counter the world recession. The role of cooperatives in job creation and local development: a study on cooperatives in the state of Minas Gerais \(Brazil\)](#)



FIGUEROA GONZÁLEZ, José Manuel

President, International Center for Entrepreneurs in Barcelona, Spain

1.4 – THROUGH COOPERATIVE CULTURE AND SAFEGUARDING CULTURAL HERITAGE – [Panel session] [The reception of the cooperative identity in Cuba. Antecedents, reality and perspectives](#)



FILIPPI, Maryline

Professor, BSA, INRAE AgroParisTech, University of Paris Saclay, France

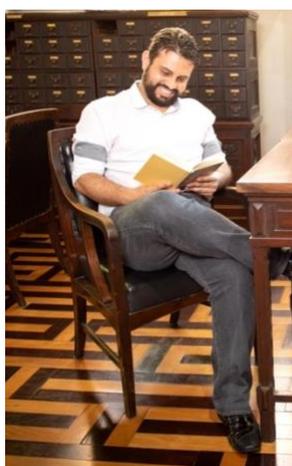
Maryline Filippi is full professor of economics at Bordeaux Sciences Agro and associated researcher at INRAE – AgroParisTech. She is a specialist in agricultural cooperatives in France and abroad. Her research contributes to the analysis of innovation, governance, social responsibility and territorial development processes. She has published numerous scientific articles and directed research programs. She is responsible for online courses (Mooc) on agricultural cooperation. She is a member of the editorial board of RECMA and the scientific committee of the ICA Board Europe since 2015 and an appointed member of the High Council of Agricultural Cooperation (HCCA).

4. LIVING OUR IDENTITY FOR THE BEST OF SDGs – SDGs

- [CSR and transition, renewal and challenges for the cooperative identity](#)

4. LIVING OUR IDENTITY FOR THE BEST OF SDGs – SDGs

- [Cooperative identity and Corporate Social Responsibility: leverage effect for attempting SDGs objectives](#)



FORGIARINI, Deivid

Undergraduate Course Coordinator, Faculdade de Tecnologia do Cooperativismo – Escoop, Brazil

Doctor in Administration Professor and researcher at Escoop – Faculty of Cooperative Technology. Coordinator of the Research Project financed by CNPq – Innovation System for Cooperatives. Postgraduate professor. Master's Degree in Regional Development. Degree in Administration and International Relations. Acting mainly in the following topics: inter-organizational learning, relational marketing and innovation for cooperatives. Researcher in the area of Cooperative Identity.

1.3 – THROUGH EDUCATIONAL OPPORTUNITIES – Education

- [Cooperative Purpose: The manager's cooperative education as a development of the Cooperative Identity.](#)



FREITAS, Alair

Professor, Federal University of Viçosa, Brazil

Alair Ferreira de Freitas holds a Ph.D. in Administration from the Federal University of Minas Gerais, Brazil. Professor at the Department of Rural Economics at the Federal University of Viçosa (UFV)/Brazil, member of the coordinating committee of the Bachelor's degree in Cooperativism and postgraduate programs in Administration and Rural Extension. He coordinates projects in the area of cooperativism, family farming and sustainable development.

1.3 – THROUGH EDUCATIONAL OPPORTUNITIES – [\[Panel session\] The institutionalization of cooperative education beyond cooperatives: the case of the creation of Cresol Instituto in Brazil.](#)

FREITAS, Alan

Federal University of Viçosa, Brazil

1.3 – THROUGH EDUCATIONAL OPPORTUNITIES – [\[Panel session\] The institutionalization of cooperative education beyond cooperatives: the case of the creation of Cresol Instituto in Brazil.](#)

FREITAS, Carlos Otavio de

Federal Rural University of Rio de Janeiro, Brazil

4.3 – WITH ENHANCED FOOD SECURITY - Agricultural coop

- [Cooperatives and income inequality in Brazilian Rural Sector](#)
-

FREUNDLICH, Fred

Mondragon University, Spain

1. EXAMINING OUR COOPERATIVE IDENTITY – [\[Panel session\] Operationalizing cooperative identity](#)

GAIGA, Giuliana Maricel

4.1 – WITH REWARDING JOBS – Work, worker coop

- [The Social Income with Work Programme and the construction of cooperative identity](#)



GALLEGOS CAIQUETAN, Santiago Geovanny

Professor, Universidad Internacional del Ecuador, Ecuador

Santiago Geovanny Gallegos Caiquetán (1974), Economist from Universidad Central del Ecuador, Master in Educational Management and Leadership, Higher Diploma in Competencies for Higher Education. He is studying to become a Lawyer of the Courts of Justice of his country. He is currently a professor at the International University of Ecuador. He has worked in consultancies related to planning and strategic analysis, as well as in the development of investment projects in several private companies related to small and medium enterprises. He has worked in the public service exercising the control and monitoring of projects of state institutions in various economic sectors.

3.5 – FOR FACING CRISES WITH STRENGTH – Coops and (post-) COVID-19 pandemic

- [Ecuador's cooperative sector: analysis of its current and future role in the country's economic recovery](#)

GALLO, Marcelo

Universidad Nacional de la Pampa, Argentina

1.3 – THROUGH EDUCATIONAL OPPORTUNITIES – [\[Panel session\] Learning for cooperation: about educational experiences and cooperative identity.](#)

- Teaching about cooperation in educational institutions and making the cooperative alternative visible when it comes to organising economic and social life.



GARCÍA, Inés Liliana

Centro de Estudios Urbanos y Regionales (CEUR) Unidad Ejecutora de Conicet. Profesional de Apoyo a la Investigación Científica-Categoría Principal, Argentina

Inés Liliana García: born in the Autonomous City of Buenos Aires, in December 1967. Sociologist (University of Buenos Aires) with Specialization in Social Economy and Local Development (FCE-UBA) and Master in Solidarity Economy (UNSAM) Member of the Conicet Professional Support Career (Main Category) at the Center for Urban and Regional Studies (CEUR). Research topics: Cooperativism, Regional Economies and Social and Solidarity Economy. [More info.](#)

3.5 – FOR FACING CRISES WITH STRENGTH – Coops and (post-) COVID-19 pandemic

- [Cooperatives and social and solidarity economy in Argentina. Trajectory and its current role in complex scenarios.](#)

GARNEVSKA, Elena

Senior Lecturer, Farm and Agribusiness Management, School of Agriculture and Environment, College of Science, Massey University, New Zealand

2.5 – BY SUPPORTING ENTREPRENEURIAL INNOVATION - Coop identity as business advantage

- [Members' benefits and performance of vertically integrated cooperatives](#)

GATTI LAGES, Alexandre

Sistema OCB, Brazil

1.1 – THROUGH A STRONG COOPERATIVE BRAND – Coop branding

- [The C Day: the movement that express the power of the cooperation](#)
-



GIAGNOCAVO, Cynthia

Professor, University of Almeria, Spain

Prof. Cynthia Giagnocavo is the Chair (Cátedra) of horticulture, cooperative studies and sustainable development at the University of Almeria, Spain. She is also the President of the ICA CCR European Board. A qualified barrister, solicitor and attorney in Canada, England and Wales and New York, she is also a professor in the Department of Economics and Business in the Organisational Studies group. Her work overall concerns sustainability transitions.

4.3 – WITH ENHANCED FOOD SECURITY – Agricultural coop

- [From a market dominant logic to collective cooperation as a coordination mechanism to address economic, social and environmental challenges in agriculture.](#)
-



GLAS, Mariano

Professor, Director GIDECOOP, Universidad Nacional del Sur, Argentina

Mariano GLAS (Feb 1975) has a degree in Administration at Universidad Nacional del Sur (Argentina). Master in Business Administration at Universidad de Belgrano (Argentina). MBA, Ecole de Management de Lyon (France). Professor of Non-Profit Organizations and Director of Guidecoop (University Research Center for Cooperatives and Non-Profit Organizations). In parallel to his teaching career at Universidad Nacional del Sur he has developed his professional activity at Cooperativa Obrera where he started as a university intern in 1997 performing functions in various sectors. Since 2012 is Supermarket Manager, responsible for the operation of the 135 cooperative stores, marketing and e-commerce areas.

1.3 – THROUGH EDUCATIONAL OPPORTUNITIES – [\[Panel session\] Learning for cooperation: about educational experiences and cooperative identity.](#)

- Teaching about cooperation in educational institutions and making the cooperative alternative visible when it comes to organising economic and social life.
-

GLASS, Ayelet

The Kibbutz Movement, Israel

1. EXAMINING OUR COOPERATIVE IDENTITY - Manifestation of coop identity

- [From principles to actions: Conceptualizing and Implementing Kibbutz Cooperative Identity](#)
-

GOODMON, Damien

Board Member, Downtown Crenshaw Rising

4. LIVING OUR IDENTITY FOR THE BEST OF SDGs – [\[Panel session\] ESG Needs An EKG](#)



GORDON-NEMBHARD, Jessica

Professor, Department of Africana Studies, John Jay College, City University of New York, US

Author of *Collective Courage: A History of African American Cooperative Economic Thought and Practice* (2014) & 2016 inductee into the U.S. Cooperative Hall of Fame, Jessica Gordon-Nembhard, Ph.D., is a Professor at John Jay College, City University of NY. She is a political economist specializing in cooperative economics, community economic development, racial wealth inequality, Black Political Economy. She is a member of the Cooperative Economics Council of NCBA/CLUSA; the ICA Committee on Co-operative Research; an affiliate scholar with the Centre for the Study of Cooperatives, University of Saskatchewan; and past board member of Association of Cooperative Educators.

1.4 – THROUGH COOPERATIVE CULTURE AND SAFEGUARDING CULTURAL HERITAGE – *History of cooperative movements*

- [Lessons Learned from the African American Cooperative Movement](#)



GOTZ, Ilana

Project manager, Euricse, Italy

Ilana Gotz is a project manager at Euricse, working primarily on initiatives and research related to the cooperative movement at the international level. She manages the World Cooperative Monitor, *Stories.coop*, and contributes to various projects related to international training and network building, such as Youcoope and Ecoope. She joined Euricse in 2010, coming from the United States, where she obtained a Bachelor's degree in Communication Studies from UCLA and a Master's degree in Social Service Administration, with a concentration on Community Development and Organizing, from the University of Chicago. In the United States she worked in the non-profit sector in roles pertaining to project management and community building.

1.3– THROUGH EDUCATIONAL OPPORTUNITIES – [\[Panel session\] Collaborate, inspire & engage: Cooperative Identity and principles to unlock youth entrepreneurship](#)



GOUVEIA, Rodrigo

CEO, PromoCoop, US

Rodrigo Gouveia is the CEO of PromoCoop, an international partnership of consultants working for the development and promotion of cooperatives worldwide. Previously he was Director of Policy for the ICA and Secretary-General of Euro Coop, the European Community of Consumer Cooperatives. He has worked for the cooperative movement since 1998.

1.1 – THROUGH A STRONG COOPERATIVE BRAND – *Coop branding*

- [Cooperative identity and brand recognition in consumer cooperatives](#)

GRIMM, Suzane

Universidade do extremo Sul Catarinense (UNESC), Brazil

1.2 – THROUGH INCLUSIVE GOVERNANCE – *Gender equality*

- [Women's participation in the Brazilian and world cooperative movement](#)

GRIMSTAD, Sidsel

University of Newcastle, Australia

1.1 – THROUGH A STRONG COOPERATIVE BRAND – Coop branding

- [Maintaining the Cooperative Identity in Times of COVID - Reinventing and Communicating the Co-operative Brand](#)

4.3 – WITH ENHANCED FOOD SECURITY - Agricultural coop

- [Examining co-operative knowledge and identity in Australia's agricultural sector. Recent efforts to strengthen the co-operative identity in Australia](#)



GUILLOTTE, Claude-André

Professor, Irecus, Université de Sherbrooke, Canada

Claude-André Guilloffe is a professor at École de gestion of University of Sherbrooke, in the Entrepreneurship Department. Claude-André acts as Director of the Research and Education Institute for Cooperatives and Mutual Societies of the University of Sherbrooke (IRECUS).

4.1 – WITH REWARDING JOBS – [\[Panel session\] The Co-opConvert Project: Mapping the Potential of Converting Workplaces and Community Spaces to Cooperatives in Canada and Internationally](#)

- [Facilitating Factors and Challenges of the Québec Cooperative Conversion Ecosystem](#)



GUTIERREZ, Danilo

Executive Director, INACOOOP, Uruguay

Danilo Gutiérrez Current Executive Director of the National Cooperative Institute of Uruguay (INACOOOP) Former president of the Uruguayan Confederation of Cooperative Entities (CUDECOOP) Former member of the Honorary Commission of Cooperativism of the Presidency of the Republic Delegate of Uruguay in the ILO Commission for the discussion and drafting of Recommendation 193 Participates in the drafting of the Law of Cooperatives of Uruguay Former director of COFAC (savings and credit), CABAL (means of payment). SURCO (insurance)

1.5 – THROUGH PARTNERSHIPS WITH GOVERNMENTS – [\[Panel session\] Experiences in Co-production of public policies and cooperative identity in the 21st century](#)

- [Analysis of Public Policies on Cooperatives in Uruguay: Historical characterisation and impact on cooperative identity](#)

HANNIN, Hervé

Ingénieur de Recherche, Directeur du Développement, UMR MOISA - IHEV
Institut Agro Montpellier

2.5 – BY SUPPORTING ENTREPRENEURIAL INNOVATION – Coop identity as business advantage

- [The effect of a crisis context on French wine exports: Comparison of independent wineries and wine cooperatives](#)



HANZAWA, Akihiro

Seikatsu Club Kanagawa, Japan

Akihiro started working for Seikatsu Club in 1983 and has been the Senior Executive Director of the Seikatsu Club Consumer's Co-operative Kanagawa since 2014. He also serves as the CEO of Seikatsu Club Energy Co., Ltd. and the Director of Green Fund Akita.

1. EXAMINING OUR COOPERATIVE IDENTITY - Coop identity and challenges

- [Individualization of society and changing role of Japanese consumer cooperatives – Challenges of cooperative principles and identity in Japan](#)

HARNECKER, Camila Piñeiro

NCBA CLUSA International, US

4. LIVING OUR IDENTITY FOR THE BEST OF SDGs – [\[Panel session\] Accounting for purpose: aligning the economic and social-environmental goals of co-operatives](#)



HEFFETZ, Anat Marle

The Kibbutz Movement, Israel

Anat Marle Heffetz is the co-director of the Department for Community Growth and Development in the Kibbutz Movement, focusing on enhancing community resilience in kibbutzim undergoing significant growth and change. She took part in writing the Kibbutz Community at its Best model and the processes supporting its implementation and is currently working on a new study on contemporary identity formation and reaffirmation processes in kibbutzim. She previously served as community director in her kibbutz, Nirim, for four years, and has also researched kibbutz collective memory and identity as a PhD student at Ben Gurion university's Department of Politics and Government.

1. EXAMINING OUR COOPERATIVE IDENTITY - Manifestation of coop identity

- [From principles to actions: Conceptualizing and Implementing Kibbutz Cooperative Identity](#)



HEO Moonkyung

Professor, Jeonju University, Korea

HEO Moon-kyung was once a member at the President's Committee on Policy Planning and is currently research professor at Jeonju University studying sustainable development and social and economic issues. HEO Moon-kyung finds it rewarding to discuss policy cases and apply the results to actual practices. Ever since she invited Helena Norberg-Hodge to Jeonju, she has committed herself to the success of the international conference on economics of happiness.

2.5 – BY SUPPORTING ENTREPRENEURIAL INNOVATION – Coop business model

- [Characteristics of the Cooperatives in South Korean Tourism and Leisure Industries and Their Policy Implications](#)



HERNÁNDEZ AGUILAR, Orisel

Professor, Universidad de Pinar del Río, Cuba

Professor of Law at the University "Hermanos Saíz Montes de Oca" Pinar del Río, Cuba. Law Degree, Master in Constitutional and Administrative Law and Doctor in Juridical Sciences.

1.4 – THROUGH COOPERATIVE CULTURE AND SAFEGUARDING CULTURAL HERITAGE – [\[Panel session\] The reception of the cooperative identity in Cuba. Antecedents, reality and perspectives](#)

HERNANDEZ TORRES, Damaso L.

Damaso Cooperative, Cuba

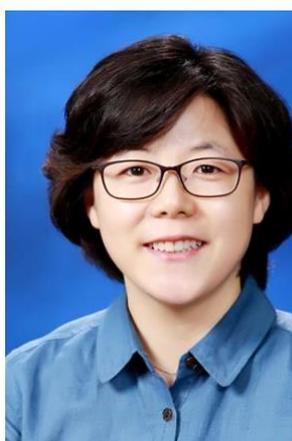
2.4 – BY MEETING FUTURE CAPITAL NEEDS - [\[Panel session\] Cuban cooperatives experiences from the organizational, rural youth, economic and financial perspective](#)



HERNÁNDEZ VEITIA, Arianna Beatriz

Central University "Marta Abreu" de Las Villas, Cuba

2.4 – BY MEETING FUTURE CAPITAL NEEDS - [\[Panel session\] Cuban cooperatives experiences from the organizational, rural youth, economic and financial perspective](#)



HONG Taesook

Kyongin High School, Korea

Taesook Hong is working as a career counseling teacher at Kyong-in High School. He started to be interested in school cooperatives in 2013, and in 2014 formed the Doksan Nuri Social Cooperative, a school cooperative with school members. Through the operation of Doksan Nuri Social Cooperative, he realized that education through school cooperatives could be an essential and useful educational tool for students living in the future. He believes that one of the teacher's roles is to lead students to grow into healthy and democratic citizens, so he will continue to try to bring practical and practice education such as school cooperatives into schools.

1.3 – THROUGH EDUCATIONAL OPPORTUNITIES – *School coop*

- [Adolescents realizing the cooperative value by the problem-solving](#)

HOWLAND, Mary Ann

American Sustainable Business Council

4. LIVING OUR IDENTITY FOR THE BEST OF SDGs – [\[Panel session\] ESG Needs An EKG](#)

IDIAKEZ, Francisco Javier Arrieta

Faculty of Law, University of Deusto, Spain

4.1 – WITH REWARDING JOBS - Work, worker coop

- [Decent Work as a Basic Element to be Integrated in the Present and Future Cooperative Identity](#)
-

IYER, Balasubramanian

Regional Director, International Cooperative Alliance Asia-Pacific

1. EXAMINING OUR COOPERATIVE IDENTITY – [\[Panel session\] Operationalizing cooperative identity](#)

4. LIVING OUR IDENTITY FOR THE BEST OF SDGs – SDGs

- [Cooperatives: Present but not Visible. Evidence from Voluntary National Reviews](#)

4. LIVING OUR IDENTITY FOR THE BEST OF SDGs – [\[Panel session\] Present but not Visible: Amplifying the Cooperative Identity in SDGs](#)

JACOBSEN, Gurli

Copenhagen Business School, Denmark

1.1 – THROUGH A STRONG COOPERATIVE BRAND – Coop branding

- [Developing cooperative understanding in cooperative organizations](#)
-



JANG Seungkwon

Professor, Sungkonghoe University, Korea

Seungkwon Jang is Professor of Organization Theory, teaching management subjects at Business Administration Major, and Department of Management of Co-operatives, Graduate School, Sungkonghoe University, and as President serving for the Korean Society for Cooperative Studies. He received his PhD in Organization Theory from Lancaster University (UK). He has recently edited the books, The Management of Consumer Co-operatives in Korea: Identity, Participation and Sustainability (Routledge, 2019), Waking the Asian Pacific Co-operative Potential (Academic Press, 2020), Fair Trade Business and Movement (in Korean) (Hanulplus, 2020), and Management of Cooperatives in Korea (in Korean) (Hanulplus, 2021). His research interests include organization theory, innovation, co-operative management, international development, Fair Trade, and social economy.

1.5 – THROUGH PARTNERSHIPS WITH GOVERNMENTS – [\[Panel session\] Co-operative Identity and State Involvement: Seen from the Asian Pacific Cooperative Potential](#)



JARAMILLO FRANCO, Gustavo

Professor, Universidad de Antioquia, Colombia

Degree in Philosophy, Lawyer and specialist in law from the University of Antioquia. Master in Neuroscience, University of Murcia-Spain. Doctorate studies in Education, University of Antioquia-Colombia. Extensive experience in educational processes in vulnerable sectors of the city of Medellin, taking as a reference the ideas of the Pioneers of Cooperativism. He was assistant secretary of Education of the Department of Antioquia where he promoted strategies for educational transformation through cooperation networks. He has been a director of the cooperative sector for more than 20 years. Professor in the line of "Organizational Pedagogy", which finds its foundations in the ideas of the Pioneer of Cooperativism Roberto Owen.

1.3 – THROUGH EDUCATIONAL OPPORTUNITIES – Education

- [Robert Owen: "Pathways to a Co-operative Identity"](#)

JAYAN, Shanmugham D.

Advocate, Vijayaraghavan and Devi, India

2.1 – BY TAKING ADVANTAGE OF THE DIGITAL AGE - Digital and technology

- [Digital Transformation of Cooperatives in India: An Imperative](#)

JENSEN, Anthony

University of Newcastle, Australia

1.5 – THROUGH PARTNERSHIPS WITH GOVERNMENTS – [\[Panel session\] Co-operative Identity and State Involvement: Seen from the Asian Pacific Cooperative Potential](#)

JEON Hyeong-Soo

Emeritus Professor and Dr. of Economics, Daegu University, Korea

1. EXAMINING OUR COOPERATIVE IDENTITY - Diverse philosophical foundations

- [On Confucian Understanding of Co-operative Thought](#)



JEONG Misuk

Teacher, Changduk Girls' Highschool, Korea

As a high school teacher, JEONG Misuk has been interested in the practice and research of environmental education since 2002 and has been studying Education for Sustainable Development (BLK Program 21, in Germany) and climate change education since 2004. In 2011, while working at Samgaksan High School, an innovative school in Seoul, she led the development and implementation of climate change projects as an integrated subject and the installation of solar power on the roof of the school through building a solar power cooperative in 2013. Since 2015, the creation of a school cooperative that operates healthy food stores, she has conducting research to study the educational value of school cooperatives and connection of school cooperative activities to the curriculum of school.

1.3 – THROUGH EDUCATIONAL OPPORTUNITIES – School coop

- [A case study on the sustainable development education based on the collaboration between school and local community through an energy transition school cooperative](#)

JI Min-Jin

Senior Researcher, iCOOP Co-operative Institute, Korea

2.5 – *BY SUPPORTING ENTREPRENEURIAL INNOVATION - Coop identity as business advantage*

- [Entrepreneurial Innovation in a cooperative way: a case of iCOOP Korea](#)



JI Minsun

Founder and Principal, Coop Connections, US

Minsun Ji is an activist scholar. She is the Founder and Principal at Labor Coop Connections, LLC which provides popular education on labor & cooperatives, cooperative incubation and research on the social economy. She teaches at the Center for New Directions on Politics and Public Policy at the University of Colorado Denver, and advocates to bring labor unions to the cooperative movement.

2.1 – *BY TAKING ADVANTAGE OF THE DIGITAL AGE - Digital and technology*

- [How can platform cooperatives preserve cooperative identity ?](#)



JO Yuseong

Seikatsuclub kazenomura, Chiba Research Institute for SSE, Japan

A staff at the Seikatsuclub Kazenomura of the Japan and a researcher at the Chiba Social Solidarity Economic Research Institute. Conducted research on experiences of participation in a co-nurturing community, The Qualitative Case Study on Experience in Providing Care Services of the Consumers' Cooperative Member, etc.

4.2 – *WITH ACCESSIBLE HEALTH AND SOCIAL SERVICES - Health and care service*

- [How do cooperatives create the sustainable community care? – Cooperatives creating the community-centered sustainable public services](#)



JU Suwon

Director, SE Edulab, Korea

Director of SE Edulab. Researcher, lecturer and author on cooperatives

1.3 – *THROUGH EDUCATIONAL OPPORTUNITIES – School coop*

- [Necessity of creating a collaborative governance by enacting law and ordinance on school cooperatives](#)

JUNIOR, Jorge Serra

2.5 – *BY SUPPORTING ENTREPRENEURIAL INNOVATION – Coop business model*

- [Farmers, yes, but also cooperative and innovative.](#)

KANG Do-hyun (Paul)

Sungkonghoe University, Korea

Once a financial derivatives trader, now devoted to spreading cooperatives ideas as a scholar and an activist. I believe working together in cooperative ways can make small changes in our daily lives, and those small changes will add up to the better world.

2.4 – *BY MEETING FUTURE CAPITAL NEEDS - Capital and surplus distribution*

- [Measuring Equity Value for Cooperatives using Option Pricing Model](#)
-

KATO, Osvaldo Ryohei

2.5 – *BY SUPPORTING ENTREPRENEURIAL INNOVATION – Coop business model*

- [Farmers, yes, but also cooperative and innovative.](#)
-

KANG Hyun-ju

OSAN Social Economy Support Center, Korea

1.2 – *THROUGH INCLUSIVE GOVERNANCE – Coop governance*

- [The Influence of Diversity of Boards of Directors on the Performance of Cooperatives: The Mediating Effect of Conflict](#)
-

KHABENJE, Melvin

International Cooperative Alliance Africa

1.3 – *THROUGH EDUCATIONAL OPPORTUNITIES - Youth*

- [Youth and the ICA-EU Partnership: Youth, Equity and Inclusion within the Cooperative Movement with Global Thematic Research on Youth](#)

3.1 – *FOR THE SURVIVAL OF THE PLANET – Climate action*

- [Environment and the ICA-EU Partnership: Links between Cooperatives and Climate Action with a Global Thematic Research on Environment](#)
-

KHIDIROVA, Svetlan I.

Senior Lecturer, Faculty of Economics, the Humanitarian Institute, Russia

4.3 – *WITH ENHANCED FOOD SECURITY – Agricultural coop*

- [Cooperatives of rural Russia: Retrospective review of cooperative identity and principles](#)
-



KIM Hyungmi

Sangji University, Korea

Hyungmi KIM, Doctor of Economics, worked at iCOOP Korea, now is teaching Social Economy in Sangji University. She wrote about workers co-op movement since 1970s in the "The 100-year Movement of Co-operative in Korea 1/2" (2019), also wrote about consumer co-op movement since 1920s in "The Origins and development of consumer co-operation in Korea" (2013).



KIM Jeongseop

Senior Researcher, Korea Rural Economic Institute, Korea

Jeongseop Kim is a Senior Research Fellow at the Korea Rural Economic Institute. He has worked on the issues concerning sustainability of communities in rural Korea. Recently, he started a research project concerning the social economy in rural Korea.

3.4 – FOR STRENGTHENING THE COMMUNITY – Community and territory

- [The Social Economy Organizations and Networks in Rural South Korea: Trends and Challenges](#)



KIM Changjin

Professor, Graduate School of Social and Solidarity Economy, Sungkonghoe University, Korea

1.4 – THROUGH COOPERATIVE CULTURE AND SAFEGUARDING CULTURAL HERITAGE – [\[Panel session\] The Trajectory and Identity of the Co-operative Movement in Korea: its Challenge and Task](#)

KIM Seong-bo

Professor, Dept. of History, Yonsei University, Korea

1.4 – THROUGH COOPERATIVE CULTURE AND SAFEGUARDING CULTURAL HERITAGE – [\[Panel session\] The Trajectory and Identity of the Co-operative Movement in Korea: its Challenge and Task](#)

KIM Sonam

Senior Research Fellow, National Institute of Korean History, Korea

I am a researcher of the cooperative movement in the modern and contemporary period in Korea, and the author of 'History of cooperatives and the life movement' (2017, Somyung Publishing).

1.4 – THROUGH COOPERATIVE CULTURE AND SAFEGUARDING CULTURAL HERITAGE – [\[Panel session\] The Trajectory and Identity of the Co-operative Movement in Korea: its Challenge and Task](#)

KIM Sue-Lynn

Associate Research fellow, Korea Rural Economic Institute, Korea

3.4 – FOR STRENGTHENING THE COMMUNITY – Community and territory

- [The Social Economy Organizations and Networks in Rural South Korea: Trends and Challenges](#)

KIM Sunhwa

Sungkonghoe University, Korea

1. EXAMINING OUR COOPERATIVE IDENTITY – *Coop identity and challenges*

- [How does institutional change emerge? The case study of Korean consumer co-operatives' Fair Trade practices](#)

4.2 – WITH ACCESSIBLE HEALTH AND SOCIAL SERVICES - Health and care service

- [The institutional-work of cooperatives: focusing on Health welfare social cooperatives in South Korea](#)

KIM Taehoo

Korea Rural Economic Institute, Korea

4.3 – WITH ENHANCED FOOD SECURITY - *Agricultural coop*

- [Analysis on the efficiency of insurance business in rural agricultural and livestock cooperatives](#)



KIM Yikyung

Ph.D. candidate in East Asian Studies, Sungkyunkwan University, Korea

Yikyung Kim is a Ph.D. candidate in East Asian Studies, Sungkyunkwan University. She conducted field studies and historical research on Korean co-operatives and social economy. Currently, she is preparing for a thesis on the subject of a comparative history of East Asian co-operatives in the early 20th century. She is also participating in research on the development of social value indicators of Korean consumer cooperatives, and conducting research related to labor issues.

1.4 – THROUGH COOPERATIVE CULTURE AND SAFEGUARDING CULTURAL HERITAGE – [\[Panel session\] The Trajectory and Identity of the Co-operative Movement in Korea: its Challenge and Task](#)



KOO Chungok

Professor, Seoul Women's University, Korea

Chungok Koo is Professor at Seoul Women's University. She used to work at the research institute, the National Credit Union Federation of Korea, as a researcher. She served as president of the Korean Society for Cooperative Studies.

4. LIVING OUR IDENTITY FOR THE BEST OF SDGs – [\[Panel session\] Accounting for purpose: aligning the economic and social-environmental goals of co-operatives](#)



KORNGINNAYA, Sudha

Associate Professor, Department of Commerce, Besant Women's College

Dr. Sudha K is an Associate Professor in the Department of Commerce in Besant Women's College, Mangalore, Karnataka State in India. Recently she has accomplished two International Collaborative Research Projects for Publications led by ILOCOOP and ICA (Asia-Pacific). They include: "The Changing Cooperative Landscape in the World of Work: A Study of Women Empowerment through Participatory Strategies in India" in Routledge Publications in the Book titled "Cooperatives and the World of Work" and "Asian Cooperatives and Gender Equality" in the Elsevier Publications in the Book titled "Waking the Asian Pacific Cooperative Potential" respectively.

1.2 – THROUGH INCLUSIVE GOVERNANCE - Gender equality

- [Gender Participation for Deepening Cooperative Identity- Cooperative Perspectives in India](#)



KURIMOTO Akira

Japan Co-operative Alliance, Japan

AKIRA KURIMOTO studied law at the University of Tokyo. He is a senior fellow of the Japan Co-operative Alliance since 2021. He was a professor of co-operative program at the Institute for Solidarity-based Society at Hosei University, Tokyo during 2015-2020. He was the manager of the Japanese Consumer Co-operative Union during 1990-2003 and the board member/chief researcher of the Consumer Co-operative Institute, Japan since 1998. He served as the Chair of the ICA Research Committee (2001-2005) and a member of the ICA Principles Committee. He is the Chair of the ICA Asia Pacific Research Committee.

[OPEN DISCUSSION] Reflection on the cooperative research: Past, present and future of cooperative research

1.5 – THROUGH PARTNERSHIPS WITH GOVERNMENTS – [\[Panel session\] Co-operative Identity and State Involvement: Seen from the Asian Pacific Cooperative Potential](#)



KWON Yoo-Hong

Professor, Hallym University of Graduate Studies

Professor of Tourism & Hospitality Management, Hallym University of Graduate Studies, Doctor of Tourism Sciences. He served as the secretary general and auditor of the Tourism Sciences Society of Korea. Recent major papers: "An Exploratory Study of Success Factors of Co-operatives in the Tourism and Leisure Service Sectors" (Journal of Tourism Sciences, 44(5), 2020), "An Exploratory Study on the Classification of Co-operatives in the Tourism and Leisure Service Sectors" (Journal of Hotel & Resort, 20(1), 2021). His main fields of interest include social enterprises in the tourism and hospitality sectors, local festivals, and the creation of attractive traditional markets.

2.5 – BY SUPPORTING ENTREPRENEURIAL INNOVATION – Coop business model

- [Characteristics of the Cooperatives in South Korean Tourism and Leisure Industries and Their Policy Implications](#)

LAHFIDI, Abdelhaq

Laboratoire de Recherche en Gestion des Entreprises, Ecole Nationale de Commerce et de Gestion d'Agadir, Ibn Zohr University, Morocco

1.2 – THROUGH INCLUSIVE GOVERNANCE - Coop governance

- [Governance, Management and Identity of Cooperatives in Morocco](#)

LAJARA CAMILLERI, Natalia

Centro de Investigación en Gestión de Empresas (CEGEA), Departamento de Economía y Ciencias Sociales, Universidad Politécnica de Valencia, Spain

4.3 – WITH ENHANCED FOOD SECURITY – Agricultural coop

- [The Role of Cooperatives in the Development of Sustainable Agriculture: The Case of Citrus Cooperatives in Spain](#)

LAMA, Sanjay

University of Technology Sydney, Australia

2.5 – BY SUPPORTING ENTREPRENEURIAL INNOVATION – Coop business model

- [Cooperative entrepreneurship model for community-based tourism](#)



LANAS MEDINA, Elisa

Researcher professor, Universidad Andina Simón Bolívar, Sede Ecuador, Ecuador

Lawyer and Doctor in Jurisprudence from the Pontificia Universidad Católica del Ecuador, Quito (PUCE); Doctor in Law, with mention in Labor Law and Social Security from the University of Valencia (UV); Higher Diploma in Legal Pluralism from the Latin American Faculty of Social Sciences, Ecuador, Quito. Research professor of the Law Area of the Universidad Andina Simón Bolívar, Ecuador, and academic coordinator of the Master's Degree in Labor Law and Social Security of the same university. She has conducted several investigations on solidarity economy and public policies on labor, employment and solidarity economy.

1.5 – THROUGH PARTNERSHIPS WITH GOVERNMENTS – [\[Panel session\] Experiences in Co-production of public policies and cooperative identity in the 21st century](#)

- [Public policies for the solidarity economy in Ecuador. From non-existence to institutionalisation. Contributions to move towards co-construction and co-production](#)

LEE Eunjung

iCOOP Co-operative Institute, Korea

2.5 – BY SUPPORTING ENTREPRENEURIAL INNOVATION - Coop identity as business advantage

- [Entrepreneurial Innovation in a cooperative way: a case of iCOOP Korea](#)

LEE Hyangsook

iCOOP Co-operative Institute, Korea

2.5 – BY SUPPORTING ENTREPRENEURIAL INNOVATION - *Coop identity as business advantage*

- [Entrepreneurial Innovation in a cooperative way: a case of iCOOP Korea](#)

3.4 – FOR STRENGTHENING THE COMMUNITY – *Community and territory*

- [Contribution of the mutual insurances in Korean social economy to the community](#)
-

LEE Jeong-eun

Co-Research Coop, Korea

4.1 – WITH REWARDING JOBS – *Work, worker coop*

- [Is an independent researchers' organization sustainable as a worker cooperative? – A case analysis using Hansmann's the Ownership Theory of the Firm](#)
-

LEE Kyung-ran

Institute of Korean Studies, Yonsei University, Korea

1.4 – THROUGH COOPERATIVE CULTURE AND SAFEGUARDING CULTURAL HERITAGE – [\[Panel session\] The Trajectory and Identity of the Co-operative Movement in Korea : its Challenge and Task](#)

LEE Seong-young

Co-Research Coop, Korea

4.1 – WITH REWARDING JOBS – *Work, worker coop*

- [Is an independent researchers' organization sustainable as a worker cooperative? – A case analysis using Hansmann's the Ownership Theory of the Firm](#)
-

LEE Sang-Hoon

Professor, Sungkonghoe University, Korea

2.5 – BY SUPPORTING ENTREPRENEURIAL INNOVATION – *Coop business model*

- [Study on the consumer-centered value co-creation process: the case of consumer cooperatives](#)
-



LEE Sang-Youn

Professor, Sungkonghoe University, Korea

Dr. Sang-Youn ("Youn") Lee works at the Division of Business Administration and Graduate School of Social and Solidarity Economy at Sungkonghoe University (SKHU) in South Korea. Youn joined SKHU in 2016. Born in the Republic of Korea, he had been trained as a business scientist (B.B.A., Korea University and M.S, KAIST) and as an Entrepreneurship scholar (Ph. D. from Washington State University). Before joining the at SKHU, he worked as an assistant professor in the State University of New York New Paltz School of Business. Youn has been published in *Annals of Public and Cooperative Economics*, *Long Range Planning*, *Journal of International Entrepreneurship*, and *Academy of Management Best Paper Proceedings*. His research interests include financing, governance, and diversity in social enterprises. In the real

business area, he worked at Telecom Industry for 10 years as a corporate strategist. He collaborated with UNRISD for the project on Policy Systems and Measures for the Social Economy in Seoul.

1.2 – THROUGH INCLUSIVE GOVERNANCE – Coop governance

- [The Influence of Diversity of Boards of Directors on the Performance of Cooperatives: The Mediating Effect of Conflict](#)

1.5 – THROUGH PARTNERSHIPS WITH GOVERNMENTS – Public policy

- [Policy Systems and Measures for the Social Economy in Seoul](#)

2.5 – BY SUPPORTING ENTREPRENEURIAL INNOVATION – Coop identity as business advantage

- [Effects of Internal and External Tie Strength of the Board of Directors on the Performance in the Consumer Co-operatives: the Moderating Effect of Collective Psychological Ownership](#)



LEE SunHee

Sungkonghoe University, iCOOP Co-operative Institute, Korea

SunHee Lee is majoring in cooperative management as a Ph.D. program at Sungkonghoe University. She is studying crowdfunding and social entrepreneurship. Currently, she is working as a director of Eggplant Cooperatives that mainly conducts research and consulting.

1.2 – THROUGH INCLUSIVE GOVERNANCE – Coop governance

- [The Influence of Diversity of Boards of Directors on the Performance of Cooperatives: The Mediating Effect of Conflict](#)

1.5 – THROUGH PARTNERSHIPS WITH GOVERNMENTS – Public policy

- [Policy Systems and Measures for the Social Economy in Seoul](#)



LEE Yoobin

PhD. Candidate, Sungkonghoe University, Korea

Yoobin Lee is Ph.D candidate of the Department of management of Co-operatives and visitor professor in Sungkonghoe University. She has worked on several issues concerning cooperatives and social economy, particularly cooperative education (including community business), ethical consumer, social marketing. She hopes to be a bridge between researcher and actor of field.

2.5 – BY SUPPORTING ENTREPRENEURIAL INNOVATION – Coop business model

- [Study on the consumer-centered value co-creation process: the case of consumer cooperatives](#)



LEE Yena

Team Coach & Researcher, HBM Social Co-operative, Korea

Yena Lee is a co-operative researcher in Korea. She has been interested in and studied on consumer co-operatives and the member and got her doctorate in business management with the topic of member participation. While in graduate school, she has been attracted to team coaching and education, so now works as a team coach at Mondragon Team Academy (MTA Korea), giving lectures in Sungkonghoe University.

1.2 – THROUGH INCLUSIVE GOVERNANCE - Members' participation

- [A Study on Participation and Behavior of the Member of Consumer Cooperatives in Korea - Focused on the role of member's self-efficacy and psychological ownership](#)



LIPPOLD CHENEY, Emily Alice

Independent Researcher, US

Emily "Alice" (USA, she/her) has been a cooperative practitioner for fifteen years, beginning her work with the founding of a common equity affordable housing system. She has worked within the student, housing, worker, and development sectors in a variety of capacities. Additionally, she has spent many years building and serving within movement infrastructure (e.g. federations, associations), specifically in service to the evolution of the CoopYouth Movement. "Ser joven y no ser revolucionario es una contradicción hasta biológica." (S. Allende) Presently, she is living in Mexico City and spends much of her time reflecting on, researching, and writing about her years of cooperative practice.

1. EXAMINING OUR COOPERATIVE IDENTITY - Diverse philosophical foundations

- [The Authentic Cooperative Identity: Cooperation as Anarchist Philosophy](#)



LORET DE MOLA GUTIÉRREZ, Priscilla

Universidad de La Habana, Cuba

Priscilla Loret de Mola Gutiérrez holds a degree in Accounting and Finance, graduated in 2021 from the University of Havana. She has participated in various scientific events throughout her career, including scientific conferences and congresses with the Arto Prat University in Chile, as well as in cultural and sports activities organized by the university. In the fourth year of her career she joined the student scientific group of companies existing in the faculty and later the one related to the study of cooperatives. As a thesis work she presented a research on construction cooperatives in the construction industry. She concluded her studies with the highest average of the course, 4.983 for a maximum of 5 points.

2.4 – BY MEETING FUTURE CAPITAL NEEDS - [\[Panel session\] Cuban cooperatives experiences from the organizational, rural youth, economic and financial perspective](#)



MACHADO, Carla Santos

Coordinator, Postgraduate Studies and Extension at the Cooperative Teaching and Research Faculty of the State of Mato Grosso – I.COOP, Brazil

Graduated in Psychology from the University of Cuiabá; with a postgraduate degree in Business Management from the Federal University of Mato Grosso and Public Management from the Cuiabano Institute of Education, she has an MBA in People Management from Fundação Getúlio Vargas Rio de Janeiro. Precursor in the implementation of the People Management Model by Skills in Mato Grosso/Brazil. Consultant in People Management since 1994; Facilitator in the development of leaders and teams; Speaker on topics related to human behavior and Professor in Undergraduate and Graduate courses. She is currently Coordinator of Postgraduate Studies and Extension at the Cooperative Teaching and Research Faculty of the State of Mato Grosso – I.COOP.

3.4 – FOR STRENGTHENING THE COMMUNITY - Community and territory

- [Subject relationships in the community as an impetus for the development of the profile of a cooperative person](#)



MAKIN, Elizabeth

Research Assistant, University of Newcastle, Australia

Elizabeth (she/her) is a PhD Candidate and researcher with professional experience in the co-operative sector, particularly in co-operative law and governance. In addition to this experience, she is a proud member and director of a worker's co-operative.

4.3 – WITH ENHANCED FOOD SECURITY - Agricultural coop

- [Examining co-operative knowledge and identity in Australia's agricultural sector. Recent efforts to strengthen the co-operative identity in Australia](#)



MANCORI, Andrea

Aroundtheworld.coop, Italy

Andrea Mancori is a video-maker and video-editor. He has more than 15 years of experience and worked for important television channels such as Fox International Channel – National Geographic, SKY, RAI, La7. He is co-founder of aroundtheworld.coop, a collective that aims to transform socio-economic research into videos that encourage critical thinking and provide inspiration on innovative cooperatives. Together with Sara Vicari, participatory action researcher, and in partnership with the Coops4Dev programme of the International Cooperative Alliance, he travelled around the world for the whole of 2019 documenting cooperatives on all the continents. 13 video stories were produced, all available on the following link: <https://www.youtube.com/channel/UCcKPCevcxi1rcZYics0u6-g/playlists>. In aroundtheworld.coop he is responsible for video-making activities.

1.1 – THROUGH A STRONG COOPERATIVE BRAND – Coop branding

- [Participatory action research and documentary filmmaking to investigate and disseminate about cooperative identity: the case of the aroundtheworld.coop project](#)



MANTZARI, Elisavet

Lecturer in Accounting, University of Birmingham, UK

Elisavet is a Lecturer in Accounting at Birmingham Business School. Elisavet's research focuses on the everyday use of accounting information by practitioners and corporate social responsibility. Central to her research activities is the exploration of accountability in the context of co-operatives. She has organised workshops, presented and published academic papers on related areas. Elisavet has professional experience in business accounting and assurance. She is also a committee member of the British Accounting and Finance Association Interdisciplinary Perspectives Special Interest Group and trustee of the UK Society of Co-operative Studies.

4. LIVING OUR IDENTITY FOR THE BEST OF SDGs – [\[Panel session\] Accounting for purpose: aligning the economic and social-environmental goals of co-operatives](#)



MARIÑO, Manuel

PromoCoop - Promoting Cooperative Development, Costa Rica

Manuel Mariño is the President of PromoCoop, an international partnership of consultants working for the development and promotion of cooperatives worldwide. He has held management positions since 1985 when he served as Director of the Department for Latin America of the Swedish Co-operative Center (actually We Effect) in Stockholm. He was the Regional Director when the organization established its Office for the Latin American region in San José, Costa Rica. From 2001 to 2017 he served as Regional Director for the Americas of the International Cooperative Alliance. Manuel has more than 30 years of experience in the area of cooperation for development in Africa and Latin America.

1.1 – THROUGH A STRONG COOPERATIVE BRAND – Coop branding

- [Cooperative identity and brand recognition in consumer cooperatives](#)
-



MARKHELKA, Bogdan Radu

PhD student, University of Zaragoza, Spain

I am a PhD student at the University of Zaragoza focused on the study of cooperative principles and values from an economic perspective. I study the way in which the principles manifest themselves in the entity, their degree of presence and their effects on different economic variables at the microeconomic level.

1. EXAMINING OUR COOPERATIVE IDENTITY – Coop values

- [Game theory and Cooperative Principles and Values](#)
-

MARCUELLO, Carmen

Professor, Zaragoza University, Spain

1. EXAMINING OUR COOPERATIVE IDENTITY – Coop values

- [Game theory and Cooperative Principles and Values](#)
-



MARTINELLI, Francesca

Director, Centro Studi Doc Foundation, Italy

Francesca Martinelli, after a Master Degree in Philosophy, got in 2017 a Ph.D. in “Human Capital Formation and Labour Relations” at the University of Bergamo and Paris VIII Vincennes-St.-Denis. Now, she is in charge of institutional communication and international relations at the Italian cooperative Doc Servizi. By the end of 2018, she is the director of the Centro Studi Doc Foundation, where she is in charge of research and development. In 2018 she was awarded the prize “Astrolabio del sociale – Pierre Carniti” announced by Centro Studi CISL with an essay about Pegasus company.

2.1 – BY TAKING ADVANTAGE OF THE DIGITAL AGE - Digital and technology

- [The Pegasus company: an innovative form of cooperation alternative to the dominant paradigm](#)

MATEOS-RONCO, Alicia

Professor, Centro de Investigación en Gestión de Empresas (CEGEA),
Universidad Politécnica de Valencia, Spain

Alicia Mateos-Ronco is Agricultural Engineer (PhD), full professor at Faculty of Business Administration at Polytechnic University of Valencia (Spain) and member of Centre for Research in Business Management (CEGEA). She has work on several issues concerning cooperatives and the social economy, particularly business management, cost management, financial information. She has developed her research also in agricultural insurance. Recently she started working on the role of cooperatives in bioeconomy and circular economy.

4.3 – WITH ENHANCED FOOD SECURITY – Agricultural coop

- [The Role of Cooperatives in the Development of Sustainable Agriculture: The Case of Citrus Cooperatives in Spain](#)

MATINDIKE, Shadreck

Midland State University, Zimbabwe

4. LIVING OUR IDENTITY FOR THE BEST OF SDGs – [Panel session] Unpacking the Contributions of Cooperatives to the Attainment of the SDGs in Context of the COVID-19 Pandemic



MAUREL, Carole

Associate Professor, University of Montpellier, France

Associate Professor in corporate finance and international business at Montpellier Management (University of Montpellier), Carole Maurel holds a PhD in management sciences, and is member of Montpellier Research in Management (MRM). Her research focuses on SMEs internationalization, and more particularly export management, and its financial dimensions (financing, performance, risk). She is specialized in the agrofood industry and the wine industry. She has published in several journals, such as Management International, Research in International Business and Finance, Systemes Agroalimentaires Food Systems, International Journal of Entrepreneurship and Small Business, Journal of Wine Economics or even International Journal of Wine Business Research.

2.5 – BY SUPPORTING ENTREPRENEURIAL INNOVATION – Coop identity as business advantage

- [The effect of a crisis context on French wine exports: Comparison of independent wineries and wine cooperatives](#)

MCCULLOCH, Maureen

Oxford Brookes Business School, UK

4. LIVING OUR IDENTITY FOR THE BEST OF SDGs – [Panel session] Accounting for purpose: aligning the economic and social-environmental goals of co-operatives



MAYA DELGADO, Milton

Researcher, Facultad Latinoamericana de Ciencias Sociales (FLACSO)
Ecuador / Centro Andino de Acción Popular (CAAP), Ecuador

Milton Maya Delgado is economist from the Pontifical Catholic University of Ecuador. Master in Public Policy from the Latin American Faculty of Social Sciences (FLACSO-Ecuador) and researcher associated at the Centro Andino de Acción Popular (CAAP).

1.5 – THROUGH PARTNERSHIPS WITH GOVERNMENTS – Public policy

- [Social and solidarity economy: contradictions of public policies in the transition of the Ecuadorian economic system](#)



MBUGUA, Mary

Assistant Lecturer, The Co-operative University of Kenya

Ms. Mary Njoki Mbugua is an Assistant Lecturer at the Department of Co-operatives and Agri-Business Management of The Co-operative University of Kenya with over 5 years of work experience in co-operative education, training, research and consultancy.

2.4 – BY MEETING FUTURE CAPITAL NEEDS - Capital and surplus distribution

- [Demutualization, member control and financial performance of co-operatives in Kenya](#)



MCIVOR, Liz

Trust Manager, Co-operative Heritage Trust, UK

Liz Mclvor is the Manager of the Co-operative Heritage Trust - an independent charity in the UK, founded in 2007 in order to preserve and protect the remaining heritage assets of the UK's Co-operative Movement. These assets include the building where the Rochdale Equitable Pioneers began their venture in 1844, and where the first values and principles of co-operation were first established as well as records relating to the development of the movement in the UK. She has a background in industrial history and public heritage relating to the experiences of the British Working Classes.

1.4 – THROUGH COOPERATIVE CULTURE AND SAFEGUARDING CULTURAL HERITAGE – [\[Panel session\] The role of archives in the evolution, preservation and promotion of cooperative identity](#)



MCMAHON, Cian

Postdoctoral Research Fellow, International Centre for Co-operative Management, Sobey School of Business, Saint Mary's University, Canada

Cian McMahon is an International Centre for Co-operative Management (ICCM) postdoctoral fellow researching participatory democratic cooperative governance systems (FWO SB-project S006019N). Prior to affiliating with Saint Mary's University (SMU), he completed a PhD on worker cooperatives and sustainable development at the National University of Ireland Galway (NUIG), where he also taught courses on heterodox economics and radical political economy. McMahon worked previously as a Policy Analyst with the Irish progressive left Think-tank for Action on Social Change (TASC). He

subscribes to a public role for academics through involvement with labour and community activist education.

1.2 – THROUGH INCLUSIVE GOVERNANCE - Coop governance

- [Cooperative identity and humanistic governance](#)
-

MEHRABI, Sepide

University of Almeria, Spain

4.3 – WITH ENHANCED FOOD SECURITY – Agricultural coop

- [From a market dominant logic to collective cooperation as a coordination mechanism to address economic, social and environmental challenges in agriculture.](#)
-

MENDOZA VIDAURRE, René

Research associate, IOB-Antwerp University, / collaborator, Wind of Peace Foundation and member, COSERPROSS coop, Belgium

2.4 – BY MEETING FUTURE CAPITAL NEEDS - Capital and surplus distribution

- [Equitable redistribution in rural cooperatives in Central America](#)
-

MESEGUER, Victor

Social Economy Europe, Belgium

4. LIVING OUR IDENTITY FOR THE BEST OF SDGs – [\[Panel session\] ESGs & SDGs Meet Their Port Alegre Moment](#)

MINER, Karen

International Centre for Cooperative Management, Saint Mary's University, Canada

1. EXAMINING OUR COOPERATIVE IDENTITY – [\[Panel session\] Operationalizing cooperative identity](#)

MIRABEL, Thibault

Univeristy of Paris-Nanterre, France

4.1 – WITH REWARDING JOBS - Work, worker coop

- [Productivity, competition, and soft budget constraint. A comparative analysis between worker-owned firms and conventional firms](#)



MODISE, Julia

Research Fellow, North-West University, South Africa

Julia Mantsali Modise is currently a Post-Doctoral Fellow in Musical Arts in South Africa: Resources and Applications (MASARA), at North-West University. She obtained her PhD through the University of the Western Cape in 2020 on women co-operatives. She worked extensively as a community developer. In 2012-2014 she was the Western Cape Provincial Secretary of the South African Women Entrepreneurs Network (SAWEN). She served in three governance boards at different times.

4. *LIVING OUR IDENTITY FOR THE BEST OF SDGs* – [\[Panel session\] Unpacking the Contributions of Cooperatives to the Attainment of the SDGs in Context of the COVID-19 Pandemic](#)

MOHAMMAD, Mostafa

Iran Chamber of Cooperatives, Iran

2.5 – *BY SUPPORTING ENTREPRENEURIAL INNOVATION* – *Coop identity as business advantage*

- [The Relationship between Adherence to Cooperative Principles and Socio-Economic Success of Cooperatives in Iran](#)



MOLEFE, T. O.

African Centre for Epistemology and Philosophy of Science, University of Johannesburg, South Africa

T. O. Molefe is a co-operative worker and researcher affiliated with the African Centre for Epistemology and Philosophy of Science the University of Johannesburg, where he is a Master of Philosophy candidate in Social Policy and Development. His research is on the epistemology of co-operative governance philosophies and practices.

1. *EXAMINING OUR COOPERATIVE IDENTITY* – *Different philosophical foundations*

- [Decolonising co-operatives and the co-operative identity](#)

MOURA COSTA, Davi Rogério de

Professor, University of Sao Paulo, Brazil

4.3 – *WITH ENHANCED FOOD SECURITY* - *Agricultural coop*

- [Cooperatives and income inequality in Brazilian Rural Sector](#)



MOXOM, Jeffrey

Research coordinator, International Cooperative Alliance

Jeffrey Moxom is a Research Coordinator at the International Cooperative Alliance. Having joined the ICA in 2018, he coordinates a number of research initiatives on international cooperative development, including cooperative statistics, cooperative law and sustainable development. He studied Politics at the University of Leicester (UK) and Environment, Development and Policy at the University of Sussex (UK).

1.3– THROUGH EDUCATIONAL OPPORTUNITIES – [\[Panel session\] Collaborate, inspire & engage: Cooperative Identity and principles to unlock youth entrepreneurship](#)

1.3 – THROUGH EDUCATIONAL OPPORTUNITIES - Youth

- [Youth and the ICA-EU Partnership: Youth, Equity and Inclusion within the Cooperative Movement with Global Thematic Research on Youth](#)

3.1 – FOR THE SURVIVAL OF THE PLANET – Climate action

- [Environment and the ICA-EU Partnership: Links between Cooperatives and Climate Action with a Global Thematic Research on Environment](#)



MUGHAL, Nasir

Pakistan Poverty Alleviation Fund (PPAF), Pakistan

Practical working experience in Agribusiness & Marketing, Value Chain Analysis and studies, Access to Finance to SME, MSME, Water Resource Development. Accomplished INGO Management Executive credited with +20 years' experience developing and delivering highly valued projects/interventions with world-known organizations including UN, AUSAID, CIDA, USAID, and UNDP as well as other development agencies, INGOs, CBOs and government organizations, ministries/departments at the federal, provincial or district levels as well as community level interventions focusing Food Sciences and Agricultural development, Research, and Social Mobilization. Youth Involvement, empowerment and development technical expertise as a team member in developing youth policy and designed capacity building events.

4.3 – WITH ENHANCED FOOD SECURITY - Agricultural coop

- [Cooperatives and the Social Solidarity Economy](#)

MUKAI Kiyoshi

Professor Emeritus, Nagoya City University, Japan

He is a director of Japanese Cooperative Alliance. He gave lecture on the function of non and not for profit organization in the market economy at graduate school of economics of Nagoya City University. Recently he started working on the role and contribution of cooperatives to make civic society more inclusive.

2.5 – BY SUPPORTING ENTREPRENEURIAL INNOVATION – Coop business model

- [A Theoretical Study on Cooperative Identity through the lessons from the experience of Japanese Co-op Movement and Yugoslavia's workers' self-management](#)

MULUME ODERHWA, Etienne

Universidad Autónoma de Baja California, Mexico

Etienne Mulume Oderhwa Professor, researcher in the area of Humanities at the Autonomous University of Baja California. D. in Global Development Studies from the Autonomous University of Baja California, Master in International Relations and Foreign Affairs from the Autonomous Metropolitan University. He has taught graduate and undergraduate courses related to international relations, philosophy and science. Specialist in African studies.

3.2 – FOR PEACE AND EQUALITY – Peace

- [The social economy: a way of understanding the transition to civilian life for the FARC-EP ex-combatant population](#)



MUNYARUKUMBUZI, Emmanuel

African Leadership University, Rwanda

Emmanuel Munyarukumbuzi is a Member of the Faculty at the African Leadership University. He holds a Master of Communication (Bond University, Australia) and a Bachelor of Communication (National University of Rwanda, Rwanda). His research interests are in the areas of communication for development, media literacy, sustainability, corporate social responsibility, and the deployment of ICTs in human communication.

1.1 – THROUGH A STRONG COOPERATIVE BRAND – Coop branding

- [Maintaining the Cooperative Identity in Times of COVID - Reinventing and Communicating the Co-operative Brand](#)



MUÑOZ MARIBONA, Erik

University of Havana, Cuba

Professor of the university of Havana. PhD student of university of Havana and Alicante (fundación Carolina scholarship). Researching focus financial management on cooperatives and small and medium enterprises. Investment expert. Master in Managerial accounting and bachelor degree in accounting and finance.

1.4 – THROUGH COOPERATIVE CULTURE AND SAFEGUARDING CULTURAL HERITAGE – History of cooperative movements

- [The unknown history of the legal framework of the cooperative movement in Cuba and lessons to be taken into account for its development today](#)

2.4 – BY MEETING FUTURE CAPITAL NEEDS - [Panel session] Cuban cooperatives experiences from the organizational, rural youth, economic and financial perspective



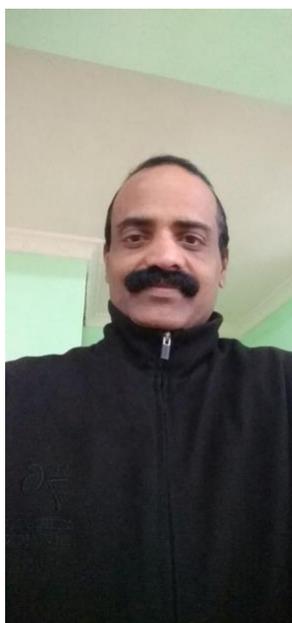
MUÑOZ-PICO, Hilda Paola

Professor, Universidad Internacional del Ecuador

Hilda Paola Muñoz Pico. Ecuador (1987). PhD in Communication (University of Navarra, Spain). She has a Master's Degree in Content Management (Austral University, Argentina) and a Bachelor's Degree in Social Communication from the Central University of Ecuador. She is a professor at the International University of Ecuador. She was a consultant at the UN, where she coordinated the implementation of communication strategies for national counterparts and strategic partners. She has collaborated in interdisciplinary teams and knows closely the work with cooperation organizations. She has also done rapporteurs for the United States Embassy and has worked as a journalist.

3.5 – FOR FACING CRISES WITH STRENGTH – Coops and (post-) COVID-19 pandemic

- [Ecuador's cooperative sector: analysis of its current and future role in the country's economic recovery](#)



MUTHUMARIAPPAN, Karthikeyan

Professor, Department of Cooperatives, College of Business & Economics, Wollo University, Ethiopia

Dr. M. Karthikeyan is an Associate Professor, Department of Cooperatives, He has been in the field of teaching and research for more than 21 years in India and Abroad. He is a founding partner in International Comparative Analysis of Social Enterprise Models (ICSEM) initiated by EMES Research Network, Belgium, and has associated in many major and minor research projects funded by national and international agencies. His main areas of interest are management, extension approaches, cooperative organization & management, cooperative governance, cooperatives & social enterprises, cooperative social responsibility & social audit, cooperative accounting & audit, human resources management, marketing, leadership and entrepreneurship, accounting information systems, MIS

1.2 – THROUGH INCLUSIVE GOVERNANCE – Coop governance

- [Measuring Control Mechanisms for Good Governance in Selected Multi-Purpose Cooperative Societies Affiliated to Robi Barga Cooperative Union, West Shoa Zone, Oromia Regional State of Ethiopia](#)



MUTUBERRIA LAZARINI, Valeria

Instituto Universitario de la Cooperacion (IUCOOP)

Cooperativist. Economist (FCE/UBA). Master in Social Economy (ICO/UNGS). PhD Candidate in Social Anthropology (IDAES/UNSAM). Coordinator of the Department of Social Economy, Cooperativism and Self-management of the Centro Cultural de la Cooperación "Floreal Gorini". Teacher at FCE-UBA, UNQ, UNTREF. Member of IUCOOP.

1.2 – THROUGH INCLUSIVE GOVERNANCE – [\[Panel session\] Research contributions for the approach of a gender perspective in cooperative and Social and Solidarity Economy organizations.](#)

- [Information systems for the social, solidarity and popular economy \(SSPE\) from a gender perspective](#)

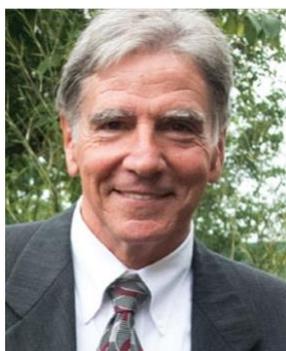


MWAMBI, Mercy

World Vegetable Center, Thailand

Mercy Mwambi works as a Postdoctoral Scientist-Impact Evaluation with the World Vegetable Center in Thailand. Her areas of interest include social inclusion, women empowerment, cooperatives and producer organizations, food safety and security, scaling and innovative extension approaches. Specifically, Mercy has over 8 years' experience on research on cooperatives and producer organizations in developing countries mainly on topics of membership, participation in decision making, benefits, cooperative business models and the role of cooperatives for vulnerable groups. Mercy completed her PhD at Wageningen University & Research in the Netherlands. Prior to that she worked with the World Agroforestry Center.

4. LIVING OUR IDENTITY FOR THE BEST OF SDGs – [\[Panel session\] Unpacking the Contributions of Cooperatives to the Attainment of the SDGs in Context of the COVID-19 Pandemic](#)



NADEAU, Emile

Co-Director, the Cooperative Society Project, US

E.G. Nadeau has an undergraduate degree in sociology from Harvard University (magna cum laude), and a Ph.D. in sociology from the University of Wisconsin-Madison. He has been researching, developing, teaching, and writing about cooperatives and community development for more than 50 years.

2. – STRENGTHENING OUR COOPERATIVE IDENTITY

- [Recommendations for Strengthening Our International Cooperative Identity](#)

NAIK, Gopal

Indian Institute of Management Bangalore, India

2.5 – BY SUPPORTING ENTREPRENEURIAL INNOVATION – *Coop business model*

- [Can cooperatives increase competition in primary agricultural markets? Evidence from a micro study.](#)

NAVIDI, Hamed

Iran Chamber of Cooperatives, Iran

2.5 – BY SUPPORTING ENTREPRENEURIAL INNOVATION – *Coop identity as business advantage*

- [The Relationship between Adherence to Cooperative Principles and Socio-Economic Success of Cooperatives in Iran](#)



NDENGEYINGOMA, Billy

London School of Economics and Political Science, UK

Billy Ndengeyingoma is a doctoral candidate in Regional and Urban Planning Studies at the London School of Economics. He researches the aspirations, the governance, and the project implementation of housing cooperatives in Kigali, Rwanda. The research examines the temporalities of housing and urban development and draws attention to the socio-spatial networks built through cooperative organisations. Through his doctoral project, Billy aims to add to the repertoire of alternatives to affordable housing and local economic development in Kigali and African urban settings more broadly. His long-term professional interests are oriented towards public and private institutions working on development in Africa.

1. EXAMINING OUR COOPERATIVE IDENTITY – Coop values

- [The cooperative organization: solidarity, trust, and trustworthiness as ethical means of housing development](#)



NEVES, Mateus de Carvalho Reis

Professor, Universidade Federal de Viçosa, Brazil

Mateus Neves is Professor of Agricultural Economics in the Postgraduate Program in Applied Economics and Coordinator of the bachelor's degree in Cooperatives, both at the Federal University of Viçosa, Brazil. He is the Scientific Coordinator of the Brazilian Society of Rural Economics, Management, and Sociology (SOBER). He was the Scientific Coordinator of the last two editions of the Brazilian Meeting of Cooperatives' Researchers (EBPC). He works in the analysis of public policies and their relations with the rural environment. He investigates the economic effects of cooperatives in rural and urban areas. He applies methods of getting and processing data in economic approaches to impact assessment.

4.3 – WITH ENHANCED FOOD SECURITY - Agricultural coop

- [Cooperatives and income inequality in Brazilian Rural Sector](#)



NIV, Merav

Cooperative Coordinator, Kibbutz Movement / Haifa University, School of Political Science, Israel

Merav Niv is a legal counsel and the Cooperative Coordinator in the Kibbutz Movement, focusing on enhancing internal and external implementation of cooperative values and principles within Kibbutzim and across Israel, and promoting cooperative-oriented collaboration and partnerships between various actors. Ms. Niv is an active research student at Haifa University School of Political Science, focusing on democracy and citizenship aspect of kibbutz and cooperative membership. Took part in writing the Kibbutz Community at its Best model and the processes supporting its implementation, and in academic research groups studying the contemporary kibbutz.

1. EXAMINING OUR COOPERATIVE IDENTITY - Manifestation of coop identity

- [From principles to actions: Conceptualizing and Implementing Kibbutz Cooperative Identity](#)



NOVKOVIC, Sonja

Professor, International Centre for Co-operative Management, Saint Mary's University, Canada

Sonja Novkovic is a Professor of Economics and Academic director of the International Centre for Co-operative Management at Saint Mary's University in Halifax, Canada. Her research, teaching and writing revolves around comparative economic systems, cooperative and broader social solidarity economy, with particular focus on economic democracy. She contributes to UNRISD Sustainability Performance Indicators project bringing the cooperative economy perspective. She is a collaborator on a research project on humanistic cooperative governance funded by FWO - Belgium. Sonja is Chair of the International Co-operative Alliance Research Committee (2013-2021) and a member of the NCBA-CLUSA Council of Economists.

[OPEN DISCUSSION] Reflection on the cooperative research: Past, present and future of cooperative research

1. EXAMINING OUR COOPERATIVE IDENTITY – [\[Panel session\] Operationalizing cooperative identity](#)

1.2 – THROUGH INCLUSIVE GOVERNANCE - Coop governance

- [Cooperative identity and humanistic governance](#)



OH Chun Hee

Policy Researcher, Cooperative Institute for health plus, Korea

Chun-hee Oh is a policy researcher at the Health Plus Cooperative Research Institute and is currently attending a Ph.D. program in business administration. The papers include "The institutional work of cooperatives: Focusing on Health Welfare Social Cooperatives" and "Institutional Change of The Health Welfare Social Cooperatives". The main areas of interest are cooperative management marketing, strategy, The Health Welfare Social Cooperatives, civic participation, primary health care, community care, and social services.

4.2 – WITH ACCESSIBLE HEALTH AND SOCIAL SERVICES - Health and care service

- [The institutional-work of cooperatives: focusing on Health welfare social cooperatives in South Korea](#)

OKBANDRIAS, Meron

University of the Western Cape, South Africa

4. LIVING OUR IDENTITY FOR THE BEST OF SDGs – [\[Panel session\] Unpacking the Contributions of Cooperatives to the Attainment of the SDGs in Context of the COVID-19 Pandemic](#)

OKEM, Andrew Emmanuel

Science Officer, University of KwaZulu Natal, South Africa

4. LIVING OUR IDENTITY FOR THE BEST OF SDGs – [\[Panel session\] Unpacking the Contributions of Cooperatives to the Attainment of the SDGs in Context of the COVID-19 Pandemic](#)



OLIVEIRA, Jose Sebastião Romano de

Professor, Cooperativa D'Irituia, OCB, Universidade Federal Rural da Amazônia, Brazil

Farmer, Geographer, Dr. and Research Professor at UFRA - Federal Rural University of Amazônia, Coordinator of NEA - Nucleus of Agroecology and Family Agriculture. It works in partnership with OCB/SESCOOP – Organization of Cooperatives in Brazil / National Service for Learning Cooperatives; IFPA – Federal Institute of Pará; UFPA – Federal University of Pará; EMBRAPA – Brazilian Agricultural Research Corporation. It works mainly on the following topics: SAFs - Agroforestry Systems, Cooperatives, Agroecosystems, environmental services, innovative farmers, sustainable production. He is also a co-founding member of Cooperativa Agropecuaria D'Irituia.

2.5 – BY SUPPORTING ENTREPRENEURIAL INNOVATION – Coop business model

- [Farmers, yes, but also cooperative and innovative.](#)

OLIVEIRA, Mariceli Bastos

2.5 – BY SUPPORTING ENTREPRENEURIAL INNOVATION – Coop business model

- [Farmers, yes, but also cooperative and innovative.](#)



OLIVEIRA, Vera Lucia

Sicoob Executivo, Cooperada, Brazil

I am a lawyer and historian. Postgraduate degree in Social History of Labor, MBA in Business Management with emphasis on Cooperatives. As a servant of the Ministry of Agriculture, Livestock and Supply of Brazil - MAPA (2003-2020), I served as General Coordinator of Cooperative Self-Management and Deputy Director of the Department of Cooperatives and Rural Associations. I worked as a trainer in the Training Program for the Promotion of Rural Associations and Cooperatives / Gender Equality in Africa in 2017. In 2018, as head of the Coopergênero Program, I was appointed by MAPA to coordinate the EUROsociAL / EU Program (Trust and Social Cohesion). Currently, IICA Consultant for MAPA.

1.2 – THROUGH INCLUSIVE GOVERNANCE – Gender equality

- [The role of the Cooperative Identity as a driver of SDG 5](#)

OZMAN, Muge

Institut Mines-Télécom, France

2.1 – BY TAKING ADVANTAGE OF THE DIGITAL AGE – Digital and technology

- [Platform Cooperatives: identity building through meta-organizing](#)

PALADINO CASTRO, Marcelo

AECD/OISE/UofT, Research Assistant, Co-opConvert Project, Canada

4.1 – WITH REWARDING JOBS – [\[Panel session\] The Co-opConvert Project: Mapping the Potential of Converting Workplaces and Community Spaces to Cooperatives in Canada and Internationally](#)

- [A Comparative Perspective of BCC Eco-systems in Canada and Internationally: A Synthesis of Key-Informant Interviews Conducted by the Co-opConvert Project](#)

PAKHOMOV, Bogdan A.

Student, Moscow State University of International Affairs (MGIMO), Russia

4.3 – WITH ENHANCED FOOD SECURITY – *Agricultural coop*

- [Cooperatives of rural Russia: Retrospective review of cooperative identity and principles](#)

PAKHOMOV, Vladimir M.

Professor, Russian University of Cooperation, Russia

4.3 – WITH ENHANCED FOOD SECURITY – *Agricultural coop*

- [Cooperatives of rural Russia: Retrospective review of cooperative identity and principles](#)

PARK Seong-Jae

GSnJ Institute, Korea



A senior economist is my current position of GSnJ that is a private think tank for agriculture and rural issues. At Korea Rural Economic Institute (KREI), I worked as a researcher of agricultural finance, agricultural cooperatives, and agricultural policy areas. After retirement in 2014, I lectured an agricultural cooperative class in Suncheon National University. I studied agricultural economics (M.S. and B.S) at Seoul National University in Korea and got Ph.D. of agricultural economics at the Ohio State University in USA.

1. EXAMINING OUR COOPERATIVE IDENTITY - *Coop identity and challenges*

- [The Future of Multi-purpose Agricultural Cooperatives and Identity Problems in Korea](#)

PARK Bonghee

Director, Korea Medical Cooperative Federation, Korea



Field practitioner, author of Healthy City, co-author of 100-year history of Korean cooperatives

1.4 – THROUGH COOPERATIVE CULTURE AND SAFEGUARDING CULTURAL HERITAGE – [\[Panel session\] The Trajectory and Identity of the Co-operative Movement in Korea : its Challenge and Task](#)



PARK Sungsoon

Visiting professor, Sungkonghoe University, Korea

Sungsoon Park is a visiting professor and researcher at Sungkonghoe University and a Commission Social and Cooperative Economy Member of Clriec International. Before studying co-cooperatives management, she served as chairman of Suwonmirae icoop in Korea. Recently worked as a co-operatives consultant and director for young people in entrepreneurship. Her research interests include strategy, social economy, and ESG.

2.5 – *BY SUPPORTING ENTREPRENEURIAL INNOVATION – Coop identity as business advantage*

- [Effects of Internal and External Tie Strength of the Board of Directors on the Performance in the Consumer Co-operatives: the Moderating Effect of Collective Psychological Ownership](#)

PASINETTI, Michele

Director, CAUTO social cooperative, Italy

1.2 – *THROUGH INCLUSIVE GOVERNANCE – Coop governance*

- [Inclusive governance and enterprise sustainability: developing new tools for member participation](#)



PECK, Michael

Executive director & cofounder, 1worker1vote, US

Michael Alden Peck is executive director & cofounder of 1worker1vote (www.1worker1vote.org), co-founder & managing director of The Virtuous Cycle Collaboratory (tvc2) – a for-profit worker cooperative & social enterprise whose mission is to “flatten the curves with virtuous cycles”, board secretary for the American Sustainable Business Council (www.asbncouncil.org) that includes the Social Venture Circle (<https://svcimpact.org/>), Blue Green Alliance (<https://www.bluegreenalliance.org/>) corporate advisory board member; Worx Printing union coop volunteer board chair (www.worxprinting.coop), Coop Cincy (www.coopcincy.org) volunteer staff member, and former International Delegate (1999–2019) representing USA & Canada for MONDRAGON (<https://www.mondragon-corporation.com/en/about-us/>).

4. *LIVING OUR IDENTITY FOR THE BEST OF SDGs – [Panel session] ESGs & SDGs Meet Their Port Alegre Moment*



PEGO, Ana Cristina

Centre for Interdisciplinary Social Science (CICS), Universidade Nova de Lisboa, Portugal

Phd in Geography and Territorial Planning, MBA, BSc in Economics, Researcher at Nova University, main academic fields: Smart Cities, the circular economy, renewable energy, and rural development.

3.1 – *FOR THE SURVIVAL OF THE PLANET – Climate action*

- [The cooperative and the circular economy model sustainable solution. The Portuguese study case](#)



PEREIRA, Juez

OCB, Brazil

EDUCATION – Technologist in Cooperatives – Federal University of Sta Maria – UFSM – RS – Brazil. Postgraduate Course: Teaching Methods and Techniques – University for the Development of the State and Region of Pantanal – UNIDERP – Campo Grande/MS – Brazil. Business Administration Course – Estácio de Sá College – Campo Grande/MS – Brazil. MBA in Cooperative Business Management – FGV/Rio – Campo Grande/MS – Brazil. MBA in Strategic Management – FIA/USP – São Paulo/SP – Brazil. PROFESSIONAL ACTIVITIES – Cooperative Training Coordinator Company: Union and Organization of Cooperatives of the State of MS – OCEMS (1995 – 2000). Professor of Cooperatives Company: Dom Bosco Catholic University – UCDB – Campo Grande/MS (1998 – 2001). Development Manager Company: SESCOOP/MS – National Cooperative Learning Service (2000 -) Responsible for the areas of professional training, monitoring of cooperatives and social promotion.

2.5 – BY SUPPORTING ENTREPRENEURIAL INNOVATION – *Coop business model*

- [From credit to toilet paper](#)

PEREZ-MESA, Juan Carlos

University of Almeria, Spain

4.3 – WITH ENHANCED FOOD SECURITY – *Agricultural coop*

- [From a market dominant logic to collective cooperation as a coordination mechanism to address economic, social and environmental challenges in agriculture.](#)

PIEDRA MUÑOZ, Laura

University of Almeria, Spain

4.3 – WITH ENHANCED FOOD SECURITY – *Agricultural coop*

- [From a market dominant logic to collective cooperation as a coordination mechanism to address economic, social and environmental challenges in agriculture.](#)

PILLAI, Ashish

PhD student, AECD/OISE/UofT, Research Assistant, Co-opConvert Project, Canada

4.1 – WITH REWARDING JOBS – [\[Panel session\] The Co-opConvert Project: Mapping the Potential of Converting Workplaces and Community Spaces to Cooperatives in Canada and Internationally](#)

- [Pathways to Democratizing the Economy and Saving Jobs by Converting Businesses to Cooperatives: Situating “The Canadian Model”](#)

PINCUS, Carolyn

American Sustainable Business Council, US

Previous to joining American Sustainable Business Council, Carolyn Pincus was a small business owner with fifteen years in the food and beverage industry. She holds an MBA in Sustainability with a focus on Circular Economy from Bard College, a Certificate in Global Affairs from NYU-SCPS and a BFA from Fordham University/Alvin Ailey American Dance Theater, with a minor in Political Science. She also has six years' experience working for non-profits, in the areas of education, arts, community development and social justice. She also co-chairs the Bard Graduate Alumni DEI committee and volunteers for the National Women's Liberation.

4. LIVING OUR IDENTITY FOR THE BEST OF SDGs – [\[Panel session\] ESGs & SDGs Meet Their Port Alegre Moment](#)

PLANTILLA, Tetay

Federation of Peoples' Sustainable Development Cooperative, Philippines

4. LIVING OUR IDENTITY FOR THE BEST OF SDGs – [\[Panel session\] Present but not Visible: Amplifying the Cooperative Identity in SDGs](#)



PLOTINSKY, Daniel Elías

Idelcoop fundación de Educación Cooperativa, Archivo Histórico del Cooperativismo de Crédito, Argentina

Professor and Master in History. Linked to the credit cooperative movement through different jobs and responsibilities since 1969. Currently director of Idelcoop foundation of cooperative education and of the Historical Archive of Credit Cooperativism; editor of "Revista Idelcoop"; and member of the editorial committee of "Otra Economía". Numerous articles on the history of cooperativism published in different magazines and compilations. Author of "El dinero de los argentinos en manos argentinas. Historia del cooperativismo de crédito" (2018) and co-author of "La economía social y solidaria en la historia de América Latina y el Caribe. Cooperativism, community development and State » (comp). (2015).

1.3 – THROUGH EDUCATIONAL OPPORTUNITIES – Education

- [Half a century of cooperative education. Contributions to a pedagogy of solidarity.](#)

1.4 – THROUGH COOPERATIVE CULTURE AND SAFEGUARDING CULTURAL HERITAGE – [\[Panel session\] The role of archives in the evolution, preservation and promotion of cooperative identity](#)



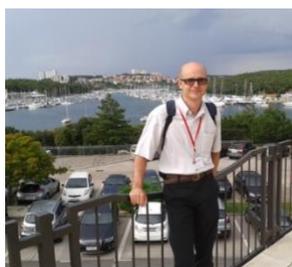
POHLER, Dionne

Associate Professor, University of Saskatchewan / University of Toronto, Canada

Dionne Pohler is an associate professor at the University of Saskatchewan Edwards School of Business, the CRS Chair in Co-operative Governance at the Canadian Centre for the Study of Co-operatives and the Johnson Shoyama Graduate School of Public Policy, and a research fellow at the University of Toronto Rotman Institute for Gender and the Economy. Pohler has several publications on labour, co-operatives, and public policy. Dionne was a founding board member of Co-operatives First, a business development and community-building organization focused on working with rural Canadian Settler and Indigenous communities to address the needs they identify through the co-operative model.

4.1 – WITH REWARDING JOBS – [\[Panel session\] The Co-opConvert Project: Mapping the Potential of Converting Workplaces and Community Spaces to Cooperatives in Canada and Internationally](#)

- [Exploring Attitudes toward Cooperative Conversion as a Business Succession Model: Initial Evidence from a Random Survey of Canadian SME Owners and Managers](#)



POLO-GARRIDO, Fernando

Associate Professor, Universitat Politècnica de València. CEGEA, Spain

PhD. Associate Professor in accounting. Universitat Politècnica de València. Secretary-General of CEGEA (Centre of Research in Business Management) Director of the International Research Network on Accounting for Cooperatives and Mutual Entities (ACCOOP) Coordinator of the Group on Accounting, Non-Financial Reporting and Finance of the Commission of Cooperatives and other enterprises of the Social Economy of AECA (Spanish Association on Accounting and Business Administration) Director of the Master's Degree in Financial and Fiscal Management Member of the Working Group in Accounting Standards for Co-operatives of ICAC (Spanish Standard Setter). Research interests: financial reporting and no-financial reporting for cooperatives <http://orcid.org/0000-0003-0158-5736>

4. LIVING OUR IDENTITY FOR THE BEST OF SDGs – [\[Panel session\] Accounting for purpose: aligning the economic and social-environmental goals of co-operatives](#)

PRADHAN, Sojen

University of Technology Sydney, Australia

2.5 – BY SUPPORTING ENTREPRENEURIAL INNOVATION – *Coop business model*

- [Cooperative entrepreneurship model for community-based tourism](#)

R. Radhika

Assistant Professor, Kerala Veterinary and Animal Sciences University, India

4.1 – WITH REWARDING JOBS – *Work, worker coop*

- [ULCCS promotes innovation and entrepreneurship through promoting diversification, technology, future skills and agribusiness](#)

RACHIDI, Lahoussine

Supervising teacher, University Ibn Zohr, Morocco

1.2 – THROUGH INCLUSIVE GOVERNANCE – Gender equality

- [The perception of actors on the role of women's cooperatives in the empowerment of women. case of the Souss Massa region. Morocco](#)



RAFFAELLI, Paola

Post-doctoral fellow, Lund University, Sweden

Paola Raffaelli is Post-doctoral fellow in Lund University, Sweden. She has been researching the social economy for the last 10 years, in particular, co-operatives, voluntary organisations, community organisations and charities in different settings in Europe and Latin America. In her current post-doctorate project, she is studying community currencies in Argentina and Spain.

4.1 – WITH REWARDING JOBS - Work, worker coop

- [Performance of Solidarity in Worker Cooperatives: Evidence from Argentina and the UK](#)

RAMESHAN, Paleri

Uralungal Labour Contract Co-operative Society (ULCCS), India

4.1 – WITH REWARDING JOBS – Work, worker coop

- [ULCCS promotes innovation and entrepreneurship through promoting diversification, technology, future skills and agribusiness](#)

RAMILAN, Thiagarajah

Senior Lecturer, Farm and Agribusiness Management, School of Agriculture and Environment, College of Science, Massey University, New Zealand

2.5 – BY SUPPORTING ENTREPRENEURIAL INNOVATION - Coop identity as business advantage

- [Members' benefits and performance of vertically integrated cooperatives](#)

REYES LAVEGA, Sergio

Economía Solidaria y Cooperativismo de la UDELAR, Uruguay

1.5 – THROUGH PARTNERSHIPS WITH GOVERNMENTS – [Panel session] Experiences in Co-production of public policies and cooperative identity in the 21st century

- [Analysis of Public Policies on Cooperatives in Uruguay: Historical characterisation and impact on cooperative identity](#)



RHAZZANE, Soufiane

PhD Student, Laboratoire de Recherche en Gestion des Entreprises, Ecole Nationale de Commerce et de Gestion d'Agadir, Ibn Zohr University, Morocco

1.2 – *THROUGH INCLUSIVE GOVERNANCE - Coop governance*

- [Governance, Management and Identity of Cooperatives in Morocco](#)



RIBERI, Laura

Academic and Research Secretary, Instituto Cooperativo De Enseñanza Superior (ICES), Argentina

Laura Riberi, Academic and Research Secretary of the Instituto Cooperativo de Enseñanza Superior de la ciudad de Sunchales, Province of Santa Fe. Argentina. Professor of Psychology and Educational Science, thesis student of the Bachelor's degree in Educational Management, she develops teaching and research activities in the Research Department of ICES and Centro Universitario Sunchales. She is currently involved in research, academic coordination and promotion of cooperativism. She has previously participated in research on cooperativism, school cooperativism in primary schools, collaborated in the research project on middle schools in the province of Santa Fe and other areas of research.

1.3 – *THROUGH EDUCATIONAL OPPORTUNITIES – [Panel session] Learning for cooperation: about educational experiences and cooperative identity.*

- Educating through cooperation and contributing to the development of a cooperative identity

RICHEZ-BATTESTI, Nadine

Professor, LEST, University of Aix-Marseille, France

4. *LIVING OUR IDENTITY FOR THE BEST OF SDGs – SDGs*

- [CSR and transition, renewal and challenges for the cooperative identity](#)



RIEIRO CASTAÑEIRA, Anabel

Associate Professor, Department of Sociology, Facultad de Ciencias Sociales, Universidad de la República, Uruguay

PhD in Sociology. Full-time Associate Professor in the Department of Sociology, FCS, UDELAR. Researcher in the area of political economy, lecturer in the area of sociological theory.

1.2 – *THROUGH INCLUSIVE GOVERNANCE – [Panel session] Research contributions for the approach of a gender perspective in cooperative and Social and Solidarity Economy organizations.*

- [Gender and feminist perspectives from the different forms that make up the SSE today in Uruguay](#)



RIOS BAEZ, Juan Rodolfo Mauricio

Area de Investigación y Análisis Cooperativo de la Confederación Nacional Cooperativa de Actividades Diversas de la República Mexicana, Mexico

B.A. Economics. Faculty of Economics, UNAM; Master's Degree. Latin American Studies Fac CPYS UNAM; President of the Area of Cooperative Research and Analysis, CONFECOOP. 2021. President of the Political Commission of CONFECOOP. 2018-2021. Executive Director of CIRIEC-Mexico International. 2019. Advisor and consultant in the initiative of Law for Cooperative Promotion in the Local Chamber of Deputies of the State of Morelos. 2019. Advisor Consultant to design the Regulation of the Law for Cooperative Promotion in the Chamber of Deputies of the State of Morelos. 2019. Cooperative training proposal for SEDESOMorelos to organize cooperative social enterprises of artisans. 2019. Advice and consultancy for the Direction of Economic Development of the Government of Atizapán de Zaragoza, Edo de Mexico.

2.3. BY HAVING A STRONG ENTREPRENEURIAL NETWORK

- [Cooperative Identity and Integration for Sustainable Development in the Mexico, Central America and the Caribbean region](#)



RIXON, Daphne

Assistant Professor, Sobey School of Business, Saint Mary's University, Canada

Daphne Rixon, PhD, is Executive Director, Centre of Excellence in Accounting and Reporting for Co-operatives, Saint Mary's University. Dr. Rixon has over 100 peer-reviewed publications and conference presentations. She is Editor-in-Chief of the International Journal of Co-operative Accounting and Management. Together with Dr. Fiona Duguid, she is currently leading two major projects: (1) measuring how the Canadian co-operative sector is contributing to Canada's measurement and reporting on Sustainable Development Goals and (2) developing a Co-operative Performance Index to evaluate performance relative to the seven principles of co-operatives.

4. LIVING OUR IDENTITY FOR THE BEST OF SDGs – SDGs

- [Made for co-ops, by co-ops: The development of co-operative-designed indicators for the SDGs.](#)

4. LIVING OUR IDENTITY FOR THE BEST OF SDGs – [Panel session] Accounting for purpose: aligning the economic and social-environmental goals of co-operatives

ROCCA, Elena

Innovation manager, CAUTO social cooperative

1.2 – THROUGH INCLUSIVE GOVERNANCE – Coop governance

- [Inclusive governance and enterprise sustainability: developing new tools for member participation](#)



RODRIGUEZ ESPINOSA, Néstor Alfonso

Doctoral student, Universidad de Valencia / Researcher, Unicossol Corporado, Spain

Néstor Alfonso Rodríguez Espinosa is an academic researcher and a doctoral student at the Valencia University in Social Economy. He has worked in the public and private sector on several issues of the cooperative and solidarity economy, particularly in cooperative accounting, financial regulation, in the analysis, design, and implementation of economic and social statistics. He was Director of Economics Research at the Cooperative Research Center (Cenicoop). He has worked as professor at several universities. Recently, he started working on the role and contribution of cooperative to the SDGs, especially on poverty topics. He is part of research networks as Unicossol, he has done various publications of books, book chapters and articles in university journals.

4. LIVING OUR IDENTITY FOR THE BEST OF SDGs – SDGs

- [Socio-demographic characteristics of cooperatives. Towards the measurement of their contributions to the achievement of the SDGs. The case of the Colombian cooperative movement.](#)

RODRÍGUEZ, Josune López

Faculty of Law, University of Deusto, Spain

4.1 – WITH REWARDING JOBS - Work, worker coop

- [Decent Work as a Basic Element to be Integrated in the Present and Future Cooperative Identity](#)



RODRIGUEZ MUSA, Orestes

Universidad de Pinar del Río, Cuba

Law Degree from the Faculty of Law of the University of Havana (2006) and Doctor in Juridical Sciences from the same institution (2017). Full Professor of Constitutional Law and Cooperative Law at the Law Department of the University of Pinar del Río, Cuba. Coordinator of the International Workshop on Cooperative Law (COODER) and of the Research Project aimed at improving the legal advice of non-agricultural cooperatives in Pinar del Río. Author or co-author of dozens of scientific publications. Vice-president of the National Union of Cuban Jurists in the province.

1.4 – THROUGH COOPERATIVE CULTURE AND SAFEGUARDING CULTURAL HERITAGE – [Panel session] The reception of the cooperative identity in Cuba. Antecedents, reality and perspectives



ROJAS HERRERA, Juan José

Profesor & researcher, Departamento de Sociología Rural, Universidad Autónoma Chapingo, Mexico

Juan José Rojas Herrera holds a PhD in Economics and Business Sciences from the University of Cordoba, Spain. He is currently a research professor in the Department of Rural Sociology at the Universidad Autónoma Chapingo. Additionally, he is Director of the Scientific Council of the Mexico chapter of CIRIEC. He is a member of the Mexican Academy of Sciences and is a member of the National System of Researchers of CONACYT Level I.

1.3 – THROUGH EDUCATIONAL OPPORTUNITIES – Education

- [The teaching of cooperativism and the social and solidarity economy in Mexican universities](#)

ROJER, Guido

University of Curaçao, UNED Madrid

2.1 – BY TAKING ADVANTAGE OF THE DIGITAL AGE - Digital and technology

- [Together again: The role of cooperatives in bridging the digital divide](#)



ROSA, Paula Cecilia

Professor, Centro de Estudios Urbanos y Regionales, Centro de Estudios Urbanos y Regionales, Argentina

Rosa, Paula Cecilia is a sociologist and professor in Sociology (UBA). D. in Social Sciences (UNGS-IDES, 2012). She is currently an Associate Researcher at the National Council for Scientific and Technical Research (CONICET) at the Center for Urban and Regional Studies (CEUR/CONICET). She teaches at the Social Work Career (FSOC-UBA). She specializes in urban issues (popular habitat, access to housing and poverty) and problems related to participation and social economy. She is co-coordinator of the research and transfer line: Regional Development and Social Economy at CEUR/CONICET. She is also coordinator of the collaborative initiative Territorios en Acción.

3.5 – FOR FACING CRISES WITH STRENGTH – Coops and (post-) COVID-19 pandemic

- [Cooperatives and social and solidarity economy in Argentina. Trajectory and its current role in complex scenarios.](#)



ROUILLÉ, Yvan

Directeur Général Adjoint, Caisse Desjardins des Policiers et Policières / Saint Mary's University

Working at the General Management of a Caisse Desjardins for more than 8 years, I am particularly interested in the implementation of a new cooperative paradigm to strengthen the cooperative identity: Current cooperative management practices are necessary but not sufficient. I do research to promote the cooperative identity and its business model.

1.3 – THROUGH EDUCATIONAL OPPORTUNITIES – Education

- [The indispensable contribution of managers to the cooperative identity](#)



RUIZ-RIVERA, Maria José

Researcher, UCLouvain, Ecuador / Belgium

Ph.D. in Social and Political Sciences at UCLouvain (Belgium). She is currently a research fellow at the Interdisciplinary Center for Research on Work, State and Society (CIRTES) at UCLouvain, and a visiting lecturer at the Instituto de Altos Estudios Nacionales (IAEN) in Ecuador. Her research and publications focus on the social and solidarity-based economy, substantive economy, and public action. In particular, she is interested in cooperatives, their institutionalization, collective action, and inscription in public policies. She is also an independent consultant for the evaluation of social programs in Latin America.

1.5 – THROUGH PARTNERSHIPS WITH GOVERNMENTS – Public policy

- [Cooperative identity under tension: collective strategies, 'new' public spaces, and their influence on Ecuador's public policy agenda.](#)

SACCHETTI, Silvia

Associate Professor, University of Trento, Italy

1.2 – THROUGH INCLUSIVE GOVERNANCE – Coop governance

- [Inclusive governance and enterprise sustainability: developing new tools for member participation](#)



SAHAN, Erinch

Doughnut Economics Action Lab

Erinch is the business and enterprise lead at the Doughnut Economics Action Lab. Recently, he was the chief executive of the World Fair Trade Organization, a global network and verifier of social enterprises that practice Fair Trade. Previously, he spent 7 years at Oxfam leading campaign initiatives and founded Oxfam's Future of Business Initiative. He has also worked at Procter & Gamble as a market strategy manager, established a furniture business and worked for Australia's aid programme. Erinch lectures and writes regularly on sustainable business. He holds degrees in finance and law, and an honorary doctorate from Oxford Brookes University.

4. LIVING OUR IDENTITY FOR THE BEST OF SDGs – [\[Panel session\] ESGs & SDGs Meet Their Port Alegre Moment](#)

SAK, Barbara

CIRIEC International, Belgium

1. EXAMINING OUR COOPERATIVE IDENTITY – [\[Panel session\] Statistics on the social and solidarity economy \(SSE\): cooperative and SSE identity](#)

SALATHÉ-BEAULIEU, Gabriel

TIESS, Canada

1. EXAMINING OUR COOPERATIVE IDENTITY – [\[Panel session\] Statistics on the social and solidarity economy \(SSE\): cooperative and SSE identity](#)

SALAZAR ARGUEDAS, Sergio

INFOCOOP, Escuela de Relaciones Internacionales UNA, Costa Rica

He is a sociologist expert in cooperativism and development, with a PhD in Public Management and Business Sciences from the Central American Institute of Public Administration (ICAP) with the PhD thesis: “Cooperativism as an agent of public policy for the attention of economic inequality in Costa Rica: A case study”. He has conducted research on the contributions of cooperatives in rural areas, demonstrating that the cooperative model multiplies up to six times the benefits of commercial enterprises. He is a professor at the School of International Relations of the National University (UNA) and has collaborated with ICAP as a teacher and in graduate work. He is currently the Strategic Development Manager of the Instituto Nacional de Fomento Cooperativo in Costa Rica.

1.5 – THROUGH PARTNERSHIPS WITH GOVERNMENTS – [\[Panel session\] Experiences in Co-production of public policies and cooperative identity in the 21st century](#)

- [Analysis of Public Policies on Cooperatives in Costa Rica: Historical characterisation and impact on the cooperative identity](#)
-



SAMARCOS LORA, Rui

Research Fellow at the University of Coimbra, Portugal

Research Fellow at the Foundation for Science and Technology of Portugal, former SYLFF Fellow of Tokyo Foundation for Policy Research, Specialist in Political Science by the University of Brasilia (UnB), and Bachelor in International Relations at the University Center of Brasilia (UniCEUB). Former International Agricultural Advisor at the Brazilian Government e current Ph.D. Candidate at the Center for Social Studies (CES)/ Faculty of Economy (FEUC) at the University of Coimbra. He is a member of the Hannah Arendt Center for Politics and Humanities of Bard College (HAC).

3.2 – FOR PEACE AND EQUALITY – Peace

- [A contribution of cooperativism to a possible process of economic integration in the Korean Peninsula](#)
-



SANCHEZ BAJO, Claudia

Fellow Researcher, Faculty of Economics, University of Buenos Aires, Argentina

Claudia Sanchez Bajo has a PhD in Development Studies from the International Institute of Social Studies, The Hague. Fellow Researcher at the University of Buenos Aires, Economics, CESOT. In 2007 (DAAD) and 2018, Guest Professor at the University of Kassel. In 2016, Visiting Scholar at the LBJ School of Public Affairs, University of Texas at Austin. As Inaugural Chair in Cooperative Enterprises at the Faculty of Business and Economics of the University of Winnipeg, Canada, she developed the Specialization on

Cooperative Enterprises. The current focus of her research is on cooperative entrepreneurship and peace building.

1. EXAMINING OUR COOPERATIVE IDENTITY – Cooperative principles

- [The Cooperative Principle of Concern for Community: what is community](#)

1.5 – THROUGH PARTNERSHIPS WITH GOVERNMENTS – [\[Panel session\] Experiences in Co-production of public policies and cooperative identity in the 21st century](#)

- [Analysis of RECM Mercosur as a Public Policy Space on Cooperatives: Multilevel governance and cooperative identity](#)

3.2 – FOR PEACE AND EQUALITY – Peace

- [The contribution of cooperatives to positive peace: literature review](#)
-

SANKAR G. Gopi

Indian Institute of Management Bangalore

2.5 – BY SUPPORTING ENTREPRENEURIAL INNOVATION – Coop business model

- [Can cooperatives increase competition in primary agricultural markets? Evidence from a micro study.](#)
-



SANTELICES, Ramón

Executive Director, COVIP, Chile

Degree in Philosophy. 58 years of experience in housing cooperatives. Founding Partner and former Board Member – CONAVICOOP. Executive Director – COVIP. Board Member – VIVECOOP. Member of the Executive Committee – International Union for Housing Finance (IUHF). Former President – UNIAPRAVI. Board Member – CCHC. Publications: 1976 Bestandsaufnahme des genossenschaftlichen und sozialen Wohnungswessens in Lateinamerika. Köln; Desvos 2014 Propuesta de política pública habitacional y urbana de COVIP. Santiago; Alfabeta 2017 Housing and urban land proposals COVIP. Santiago; Alfabeta 2019 The Fruits of Permanence. A housing cooperative in a neoliberal market. Santiago; Rileditores 2020 Discursive Ethics of Corporate Social Responsibility. Santiago; Rileditores

1. EXAMINING OUR COOPERATIVE IDENTITY – Coop values

- [Discursive Ethics of Cooperative Social Responsibility. Its Identity.](#)
-

SANTERO, Rosa

Rey Juan Carlos University, Spain

4.1 – WITH REWARDING JOBS – Work, worker coop

- [Cooperatives as driver forces in the generation of decent work conditions. The case of Spain in the recovery from the great recession](#)



SANTIAGO, Mary Ann

College of Social Work and Community Development, University of the Philippines Diliman, Philippines

Mary Ann R. Santiago, MCD Ms. Santiago completed her Master of Community Development at the University of the Philippines Diliman. She serves as the Program Manager of the Partnership and Network Development unit of the Center for Social Concern and Action, De La Salle University, Manila, Philippines. She is also a faculty member of the College of Social Sciences and Development of the Polytechnic University of the Philippines.

3.4 – FOR STRENGTHENING THE COMMUNITY – Community and territory

- [Self Help and State Initiated Cooperatives as Community Development Organizations Enabling Human Rights](#)

SCHNEIDER, Kathlen

Universidade Federal de Santa Catarina (UFSC) / Instituto para o Desenvolvimento de Energias Alternativas na América Latina (IDEAL)

4.4. WITH AFFORDABLE HOUSING AND ENERGY

- [Renewable Energy Cooperatives towards SDG7: the Brazilian and German context](#)



SCHOENMAECKERS, Jérôme

CIRIEC International, HEC-Liège, Belgium

Jérôme Schoenmaeckers has a PhD in economics and management. His research during his doctoral thesis focused on the issue of long-term care, i.e. the care of dependent elderly people, by studying the role of the three main actors and their interactions: the family, the state and the market. Hired at CIRIEC (International Centre of Research and Information on the Public, Social and Cooperative Economy) in 2019, his research interests are evolving and are no longer limited to the public economy. As Project manager at CIRIEC Belgium in social economy, he conducted a review of the different mapping exercises achieved so far in social economy. Invited Lecturer at HEC-Liège since the end of his thesis, he has just obtained a half-time teaching position at this institution.

1. EXAMINING OUR COOPERATIVE IDENTITY – [\[Panel session\] Statistics on the social and solidarity economy \(SSE\): cooperative and SSE identity](#)



SCHWENCK, Beatriz

Doctoral student, Universidade de Campinas, Brazil

Brazilian sociologist. Doctoral student in sociology linked to the Postgraduate Program in Sociology at the University of Campinas (Brazil) and the Centre d'études en sciences sociales sur les mondes africains, américains et asiatiques of the Université de Paris (France). Doctoral studies financed by the Institut de Recherche pour le Développement (IRD-France). Research interests: solidarity economy, feminist economics, sociology of work, sexual division of labor, public policies, gender.

1.2 – THROUGH INCLUSIVE GOVERNANCE – [\[Panel session\] Research contributions for the approach of a gender perspective in cooperative and Social and Solidarity Economy organizations.](#)

- [Women's organisation in the solidarity economy in Brazil](#)



SEO Jinseon

Assistant Professor, Hannam University, Korea

I am Assistant Professor in Social Economy and Business, Hannam University. I am interested in and studying the strategy and financing of co-operatives.

2.5 – BY SUPPORTING ENTREPRENEURIAL INNOVATION – *Coop identity as business advantage*

- [Effects of Internal and External Tie Strength of the Board of Directors on the Performance in the Consumer Co-operatives: the Moderating Effect of Collective Psychological Ownership](#)



SEOK Kyoung-mi

iCOOP Korea, Korea

Kyoung-mi Seok served as a board member and chairperson of Goyang-Paju iCOOP, a member cooperative of iCOOP, and also worked on the operation of the Nature Dream store as director. Currently, she is vice-chairperson of iCOOP.

4. LIVING OUR IDENTITY FOR THE BEST OF SDGs – *[Panel session] Present but not Visible: Amplifying the Cooperative Identity in SDGs*

SHADBOLT, Nicola

Professor, Farm and Agribusiness Management, School of Agriculture and Environment, College of Science, Massey University, New Zealand

2.5 – BY SUPPORTING ENTREPRENEURIAL INNOVATION - *Coop identity as business advantage*

- [Members' benefits and performance of vertically integrated cooperatives](#)

SHIN Changsub

Staff, iCOOP Korea, Korea

Changsub Shin is staff of iCOOP Korea. He has been working in iCOOP Korea since 1998. He graduated with a master's degree in business administration while on the job. He is interested in social performance of cooperative's supply chain.

2.5 – BY SUPPORTING ENTREPRENEURIAL INNOVATION - *Coop identity as business advantage*

- [Entrepreneurial Innovation in a cooperative way: a case of iCOOP Korea](#)

SILVA, Ernandes Raiol

2.5 – BY SUPPORTING ENTREPRENEURIAL INNOVATION – *Coop business model*

- [Farmers, yes, but also cooperative and innovative.](#)

SILVA, Felipe de Figueiredo

Clemson University, Brazil

4.3 – WITH ENHANCED FOOD SECURITY - Agricultural coop

- [Cooperatives and income inequality in Brazilian Rural Sector](#)

SINGH, Devika

University of Chicago, US

4. LIVING OUR IDENTITY FOR THE BEST OF SDGs – SDGs

- [Cooperatives: Present but not Visible. Evidence from Voluntary National Reviews](#)

4. LIVING OUR IDENTITY FOR THE BEST OF SDGs – [\[Panel session\] Present but not Visible: Amplifying the Cooperative Identity in SDGs](#)

SINGH, Shyam

Institute of Rural Management Anand, Gujarat, India



Dr Shyam Singh is an Associate Professor in Social Sciences at Institute of Rural Management Anand, India. Dr Singh holds a PhD in Political Science from the Institute for Social and Economic Change (ISEC), Bangalore. He was the Scholar-in-Residence at the University of Antwerp, Belgium, in 2018. His research interests include community development and governance, monitoring and evaluation, CSR, and social networks. He teaches Rural Society and Polity, Monitoring and Evaluation, and Social Network Analysis at IRMA. He has been working with UNICEF, the World Bank, the Government of India, and Gujarat on various evaluation and research assignments.

3.2 – FOR PEACE AND EQUALITY – Contribution to the equality

- [Do cooperatives drive social change? A relational analysis of a dairy cooperative of Gujarat, India](#)

SINGH, Simren

Program Officer, International Cooperative Alliance Asia and Pacific



MS. SIMREN SINGH works as a Program Officer at the International Cooperative Alliance (ICA) Asia and Pacific office in New Delhi (India). She has worked under the ICA-EU Partnership on Cooperatives for Development (2016-2021) and was involved in a number of research studies in the Asia and Pacific region within the ICA-EU partnership.

1.3 – THROUGH EDUCATIONAL OPPORTUNITIES – Youth

- [Youth and the ICA-EU Partnership: Youth, Equity and Inclusion within the Cooperative Movement with Global Thematic Research on Youth](#)

3.1 – FOR THE SURVIVAL OF THE PLANET – Climate action

- [Environment and the ICA-EU Partnership: Links between Cooperatives and Climate Action with a Global Thematic Research on Environment](#)

4. LIVING OUR IDENTITY FOR THE BEST OF SDGs – SDGs

- [Cooperatives: Present but not Visible. Evidence from Voluntary National Reviews](#)

4. LIVING OUR IDENTITY FOR THE BEST OF SDGs – [\[Panel session\] Present but not Visible: Amplifying the Cooperative Identity in SDGs](#)



SITATI, Fred

COOPERATIVE CONSULTANT

My name is Fred Sitati, a retired chief cooperative officer in Kenya but currently offering consultancy services to various organization including the cooperative University of Kenya. I am a holder of Diploma in Cooperative Management obtained from the Cooperative university of Kenya as well as a Bachelor of Laws (LLB) degree obtained from Mount Kenya University.

1.2 – *THROUGH INCLUSIVE GOVERNANCE - Members' participation*

- [“Driving Recovery Through Cooperative Enterprises”](#)



SMITH, Gwendolyn

Etnomics

Gwendolyn Smith has a doctorate degree in conflict resolution after completing degrees in agronomy and biotechnology. Her work has centered on managing conflict over natural resources. Gwendolyn feeds on 20+ years of experience into developing and implementing models and tools to better understand conflict and transform relations between marginalized communities and more powerful constituents such as Government, NGOs and private companies. Her work was highlighted as one of the six best community participation models globally and an award winning book on conflict and sustainability written through the eyes of the communities. Her areas of expertise are on environmental conflict, participation, and sustainable development.

4. *LIVING OUR IDENTITY FOR THE BEST OF SDGs* – [\[Panel session\] ESG Needs An EKG](#)



SOBOLEV, Alexander

Professor, Russian University of Cooperation, Russia

Alexander Sobolev – Doctor of Economics, Professor of the Russian University of Cooperation (Moscow, Russia). Since the 1980s, he has been conducting research and teaching academic disciplines in the field of theory and history of cooperatives at this university. He taught trainee cooperators from Afro-Asian and Latin American countries at the Faculty of Foreign Cooperators of the Moscow Cooperative Institute. He defended his doctorate thesis on “The development of the theory of cooperation in Russian emigrant thought” at the Institute of Economics of the Russian Academy of Sciences. He was a speaker at international conferences of ICA Research (Paris-Berlin).

4.3 – *WITH ENHANCED FOOD SECURITY – Agricultural coop*

- [Cooperatives of rural Russia: Retrospective review of cooperative identity and principles](#)



SOLEL, Yifat

OFEK credit Union, Haifa University, Israel

Yifat Solel is a Cooperative Activist, a civil rights lawyer, and a researcher. She is one of the founders and a board member of OFEK credit union – in charge of governance and democracy; and chairperson of “The Cooperatives Alliance for Social, Economic and Environmental Justice” – an umbrella organization of cooperatives.

3.5 – FOR FACING CRISES WITH STRENGTH – Coops and (post-) COVID-19 pandemic

- [The Trust Crisis of Current Democracies and the \(potential\) Cooperative Solution - Waiving the Cooperative Alternative to Capitalism](#)

SOARES DRUMOND, Vitoria Resende

OCB, Brazil

2.5 – BY SUPPORTING ENTREPRENEURIAL INNOVATION - Coop identity as business advantage

- [From Rochdale to globalization. The importance of adopting good governance and management practices in cooperatives as strategy to guarantee cooperative identity and consolidation in an agile, volatile and capital-oriented market](#)

4.1 – WITH REWARDING JOBS – Work, worker coop

- [Running counter the world recession. The role of cooperatives in job creation and local development: a study on cooperatives in the state of Minas Gerais \(Brazil\)](#)



SORZANO, Deisy Milena

Cetys Universidad, Mexico

Deisy Milena Sorzano Rodriguez Economist, Master in Social Sciences, PhD in Global Development Studies, professor, full time researcher at Cetys Universidad, Campus Tijuana. Strengths in strategic management, organizational development, quality and others. Work experience in project formulation and evaluation, field work, social diagnostics, foreign trade consulting and articulation of knowledge in management and engineering for general business consulting. Knowledge in Technology Surveillance, database management, econometric tools, and statistical software. I have received training in national and international research stays by specialists and consultants, together with the participation in academic events with the international scientific community in universities in Mexico, Colombia, Spain and the United States.

3.2 – FOR PEACE AND EQUALITY – Peace

- [The social economy: a way of understanding the transition to civilian life for the FARC-EP ex-combatant population](#)



SOTO ALEMÁN, Lien

Universidad de La Habana

Law Degree (2003), Faculty of Law, University of Havana. Doctor in Juridical Sciences, University of Havana (2019). Assistant Professor of the Department of Legal and International Consultancy of the same Faculty of Law. Member of the International Association of Cooperative Law (AIDC), Bilbao. Active Member of the Ibero-American Association of Cooperative, Mutual, Social and Solidarity Economy Law (AIDCMESS), Argentina. Member of the Havana Chapters of the Societies of Economic Law and Commercial Law of Cuba. Author of numerous publications on Cooperativism, Social Economy and Social Responsibility.

1.4 – THROUGH COOPERATIVE CULTURE AND SAFEGUARDING CULTURAL HERITAGE – [Panel session] The reception of the cooperative identity in Cuba. Antecedents, reality and perspectives



SPITZBERG, Daniel

Lead Researcher, Turning Basin Labs / Community Fellow, CU Boulder, US

Danny Spitzberg is a user researcher for a co-operative economy. He is currently developing a model for worker-led research with TurningBasinLabs.com, a California-based staffing and training co-op.

1. EXAMINING OUR COOPERATIVE IDENTITY – Coop identity and challenges

- [“Indexing Shared Struggle: A pattern language for realistic co-op development”](#)



SRNEC, Cynthia

Research fellow, Sciences Po, France

Cynthia Srnec is a research fellow at the Centre for the Sociology of Organisations (Sciences Po Paris), and associated researcher to the LITEM Laboratory (Université Paris-Saclay, Univ Evry, IMT-BS). She holds a Ph.D. in Sociology from the University of Lumière Lyon II and of the University of Buenos Aires (2018). She was a postdoctoral researcher at the MGEN Foundation for Public Health, the CEPN (University Sorbonne Paris Nord) and at IIEP-BAIRES (CONICET). Her research focuses on governance, working conditions and networks on Social and Solidarity Economy and on platform economy and digital work.

2.1 – BY TAKING ADVANTAGE OF THE DIGITAL AGE – Digital and technology

- [Platform Cooperatives: identity building through meta-organizing](#)



TANAKA, Iruma

Seikatsu Club Kanagawa, Japan

Iruma holds a master's degree in Social Development from University of Sussex. He held a leading position of engaging homeless youth in Tokyo for cooperative entrepreneurship for 3 years. For another 4 years he was a youth program manager in a Japanese branch of INGO "Habitat for Humanity" and also selected as UN-Habitat Urban Youth Fund mentor. Iruma is currently working for Seikatsu club Kanagawa, a consumer cooperative in Japan.

1. EXAMINING OUR COOPERATIVE IDENTITY - Coop identity and challenges

- [Individualization of society and changing role of Japanese consumer cooperatives – Challenges of cooperative principles and identity in Japan](#)

TARHAN, Derya

PhD Candidate, AECD/OISE/UofT / Research Assistant, Co-opConvert Project, Canada

4.1 – WITH REWARDING JOBS – [\[Panel session\] The Co-opConvert Project: Mapping the Potential of Converting Workplaces and Community Spaces to Cooperatives in Canada and Internationally](#)

- [The Significance of Illustrative Cases of Business Conversions to Cooperatives in Canada Outside of Québec](#)



THAMSUHANG SUBBA, Chitra Kumari

General Manager, NCF, Nepal

Ms. Chitra Kumari Thamsuhang Subba is the General Manager for National Cooperative Federation of Nepal (NCF). She joined NCF in 1995 and has served for more than 25 Years in different capacities. She has presented a number of working papers in national and international cooperative forums. She is representing the National SDGs Thematic Group of government of Nepal on behalf of Cooperative Movement of Nepal. She is the Chief Editor of the Monthly Newspaper "Sahakari Sandesh". She has been awarded from the hand of Rt. Hon'ble President of Nepal on "Suprabal Janasewa Shree Padak".

4. LIVING OUR IDENTITY FOR THE BEST OF SDGs – [\[Panel session\] Present but not Visible: Amplifying the Cooperative Identity in SDGs](#)



T.P., Sethumadhavan

UL Education, India

Dr. T.P. Sethumadhavan is a leading education and career consultant and Scientist in the country. He is currently working as Professor at Transdisciplinary University of Health Sciences & Technology@ Bangalore and Director of UL education the 95-year-old Asia's leading Co-operative in India. Formerly he was the Director at Kerala Veterinary & Animal Sciences University. He is the Visiting Scientist at Smithsonian institution, USA, Reading University, UK, University of Western Australia, University of Dundee, etc. Dr. Sethumadhavan is the Consultant to World Bank, ADB, NSDC and Ministry of Food processing industry, Govt of India. Moreover, he is a regular columnist in leading dailies and published 41 books in English and Malayalam. His latest mission is to promote appropriate skill development programmes and to improve the employability of unemployed youth. Areas of interest and research are educational extension, Promotion of employability skills, study abroad, appropriate interventions in higher education sector. He is the founder of edu startup nextedu.in.

4.1 – WITH REWARDING JOBS – Work, worker coop

- [ULCCS promotes innovation and entrepreneurship through promoting diversification, technology, future skills and agribusiness](#)

TSHISHONGA, Ndwakhulu

University of KwaZulu Natal, South Africa

4. LIVING OUR IDENTITY FOR THE BEST OF SDGs – [\[Panel session\] Unpacking the Contributions of Cooperatives to the Attainment of the SDGs in Context of the COVID-19 Pandemic](#)



TULUS, Robby

Founder & Chief Advisor, INKUR (Federation of People-based Co-operative Enterprises) and NASSEC (National Association of Socio-Economic Cadres), Indonesia.

Pioneer and co-founder, Credit Union Movement of Indonesia (1970-1980), Training Specialist, Asian Confederation of Credit Unions (ACCU, 1981-1983), Asia Regional Director, Canadian Co-operative Association (CCA, 1983-1993), Senior Policy Advisor, ICA-AP (1993-1996) Asia Pacific Regional Director, International Co-operative Alliance (ICA, 1996-2002), Founder/Advisor, NASSEC and INKUR Co-op Federation. Advisor, Karl Albrecht Foundation and the Institute of Co-operative Studies and Development, Indonesia. Editor, Asia Pacific Co-op Research Partnership. Board/Advisor Indonesian Canadian Congress (ICC - 2016 until now). Lives in Ottawa, Canada.

1.5 – THROUGH PARTNERSHIPS WITH GOVERNMENTS – [\[Panel session\] Co-operative Identity and State Involvement: Seen from the Asian Pacific Cooperative Potential](#)

UR REHMAN, Munib

Cooperative Societies Department Govt of Punjab, Pakistan

1.2 – *THROUGH INCLUSIVE GOVERNANCE - Members' participation*

- [Members' Participation in Governance of Agricultural Cooperatives: A Qualitative Analysis in Punjab, Pakistan.](#)

VALLE RÍOS, Deibby de la C.

Professor, Universidad de Pinar del Río, Cuba

Graduate in Psychology, Faculty of Psychology, University of Havana. Professor of the Department of Sociocultural Management for Development, Faculty of Social Sciences and Humanities, University of Pinar del Río, Cuba. Master of the VIII Edition of the Master's degree in Educational Psychology, Faculty of Psychology, University of Havana. Member of the research project "Methodology to improve the process of legal counseling of Non-Agricultural Cooperatives in the province of Pinar del Río, from its gestation to its dissolution". Her research revolves around the topics of Gender Equality, Cooperativism and Educational Psychology.

1.4 – *THROUGH COOPERATIVE CULTURE AND SAFEGUARDING CULTURAL HERITAGE – [Panel session] The reception of the cooperative identity in Cuba. Antecedents, reality and perspectives*



VAN RIJN, Jordan

University of Wisconsin-Madison, US

Jordan van Rijn is on the teaching faculty in the department of Agricultural and Applied Economics at the University of Wisconsin-Madison, where he received his PhD in 2018. Jordan is also a Research Fellow at the UW-Madison Center for Financial Security and a member of NCBA's Council of Cooperative Economists. Previously, Jordan worked as a senior economist for the Credit Union National Association. Jordan conducts research on U.S. credit unions and his research and commentary have been featured in various academic journals and media outlets.

1. *EXAMINING OUR COOPERATIVE IDENTITY – Manifestation of coop identity*

- [The cooperative identity and US credit unions](#)

VAN ROOSMALEN, Vasco Marcus

Utu Fund/Ecam, Community Development and Financial Mechanisms

4. *LIVING OUR IDENTITY FOR THE BEST OF SDGs – [Panel session] ESG Needs An EKG*



VANDRESEN, José Carlos

Cresol Instituto, Brazil

He has been working since 2000 with research and projects with civil society, rural and urban organizations. Bachelor in Philosophy (2006) and Master in Geography (2014). Main research topics are related to the promotion of social, economic and environmental sustainability (ESG) and are related to collective identities, territories, family farming, associationism, cooperativism, traditional practices and knowledge, cartography and social mapping, public policies and cooperative education. Since 2012, he is Manager of CRESOL INSTITUTO, based in Francisco Beltrão in Paraná-Pr and member of the Global Agriagency Alliance - AGRICORD vzw.

1.3 – THROUGH EDUCATIONAL OPPORTUNITIES – [\[Panel session\] The institutionalization of cooperative education beyond cooperatives: the case of the creation of Cresol Instituto in Brazil.](#)

VARKAROLIS, Orestis

Nottingham Trent University, UK

2.3. BY HAVING A STRONG ENTREPRENEURIAL NETWORK

- [How \(not\) to build strong cooperative entrepreneurial networks: Deepening autonomy and organizational learning in \(worker\) cooperatives](#)
-

VERBEKE, Griselda

Professor, Universidad de Buenos Aires, Argentina

Master's degree in Social Economics from the Universidad Nacional General Sarmiento. Degree in Sociology from the University of Buenos Aires. Professor at the Faculty of Economic Sciences, UBA and Faculty of Social Sciences, UBA, researcher at the Center for the Study of the Sociology of Work (CESOT - FCE- UBA) in research topics related to the development of the Social Economy and Cooperativism.

1.3 – THROUGH EDUCATIONAL OPPORTUNITIES – [\[Panel session\] Learning for cooperation: about educational experiences and cooperative identity.](#)

- Producing institutional educational instances through university extension
-



VICARI, Sara

Roma Tre University & Aroundtheworld.coop, Italy

Sara Vicari, PhD, is a participatory action researcher, passionate about cooperatives and their role in sustainable human development. She is co-founder and team coordinator of aroundtheworld.coop, a collective that aims to transform socio-economic research into videos that encourage critical thinking and provide inspiration on innovative cooperatives. Together with Andrea Mancori, video-maker, and in partnership with the Coops4Dev programme of the International Cooperative Alliance, she travelled around the world for the whole of 2019 documenting cooperatives on all the continents. 13 video stories were produced, all available on the following link: <https://www.youtube.com/channel/UCcKPCevcxi1rcZYics0u6-g/playlists> . Over the last decade Sara has worked as International Consultant – expert on Cooperatives and Producer Organizations - with the Food and Agriculture Organization of the United Nations. She also was Post-Doc Research Fellow at the UK Co-operative College and at the Roma Tre University. At the

beginning of her career path, she also served as Policy Officer at the International Relations Office of Legacoop Nazionale (Italy).

1.1 – THROUGH A STRONG COOPERATIVE BRAND – Coop branding

- [Participatory action research and documentary filmmaking to investigate and disseminate about cooperative identity: the case of the aroundtheworld.coop project](#)



VIDOVIĆ, Davorka

Assistant Professor, Faculty of Political Science, University of Zagreb, Croatia

Davorka Vidović, PhD, is an assistant professor at the Faculty of Political Science, University of Zagreb (Croatia). She is a sociology scholar and holds a doctoral degree from the Faculty of Humanities and Social Sciences, University of Zagreb. Her PhD thesis focused on social entrepreneurship in Croatia. For the last decade, her research interests have included various aspects of social enterprise, social entrepreneurship, social economy, cooperative, social innovation, sustainable development and civil society in Croatian, regional and comparative contexts. She teaches Sociology of Croatian Society, Research Methods and Sustainable Development and Social Innovation.

1.3 – THROUGH EDUCATIONAL OPPORTUNITIES – School coop

- [School cooperatives as Cooperatives' Nurseries? Cooperative identity at school cooperatives in Croatia](#)



VIETA, Marcelo

Program in Adult Education and Community Development, Ontario Institute for Studies in Education, University of Toronto, Canada

MARCELO VIETA is Associate Professor in the Program in Adult Education and Community Development and Co-Director of the Centre for Learning, Social Economy & Work, both at the Ontario Institute for Studies in Education of the University of Toronto (OISE/UT). Prof. Vieta is the author of *Workers' Self-Management in Argentina: Contesting Neo-liberalism by Occupying Companies, Creating Cooperatives, and Recuperating Autogestión* (Brill/Haymarket, 2020), lead-author of the report *The Italian Road to Recuperating Enterprises* and the *Legge Marcora Framework: Italy's Worker Buyouts in Times of Crisis* (EURICSE, 2017), and is currently leading two major research projects studying business conversions to cooperatives (www.coopconvert.ca) and youth-focused work integration social enterprises in Canada. Prof. Vieta also serves on the ICA-CCR committee.

4.1 – WITH REWARDING JOBS – [\[Panel session\] The Co-opConvert Project: Mapping the Potential of Converting Workplaces and Community Spaces to Cooperatives in Canada and Internationally](#)

- [Pathways to Democratizing the Economy and Saving Jobs by Converting Businesses to Cooperatives: Situating "The Canadian Model"](#)



VIGLIAROLO, Francesco

Full Professor, Regional Economics, Catholic University of La Plata, Associate Researcher, CESOT UBA, Argentina

PhD. in Social Sciences, specialization in economic sociology and social economist. Professor of Regional Economics. He is interested in the social implications of economics and, in particular, in the relationship with Human Rights. He deals with local development processes as construction of territorial identities that imply the affirmation of rights (ontological reason) through the strengthening of associative and democratic forms of production. In this direction, he bases what he calls an "economic phenomenology" that proposes to observe the economy from the relationship between subjects and materiality that presupposes "functions, ideas, concepts" and the affirmation of the "relational rights of a democratic society", ontological reason as opposed to utilitarian reason. He published several books and scientific articles where he develops concepts such as "ethical social capital", "socialization and economic democratization", "people's demand for rights", "meso economy" and "the principles of economic phenomenology" related to ontological reason.

3.4 – FOR STRENGTHENING THE COMMUNITY – Community and territory

- [Social practices and new membership figures for the definition of a territorial cooperative model](#)



VUOTTO, Mirta

Professor, Facultad de Ciencias Económicas, Director, Centro de Estudios de Sociología del Trabajo, Universidad de Buenos Aires, Argentina.

Mirta Vuotto is a professor-researcher at the Faculty of Economics of the University of Buenos Aires. She is Director of the Master's degree in Organizational Studies at General Sarmiento University. She coordinates the Network of Latin American Researchers in Cooperatives. Her research and publications focus on the social and solidarity economy, associative work and the management of cooperatives.

1.3 – THROUGH EDUCATIONAL OPPORTUNITIES – [\[Panel session\] Learning for cooperation: about educational experiences and cooperative identity.](#)

- Produce content to train for cooperation in cooperative and educational institutions

4.1 – WITH REWARDING JOBS – Work, worker coop

- [The reasons for a cooperative identity in a publishing company](#)

WAWERU, Kennedy Munyua

The Co-operative University of Kenya, Kenya

2.4 – BY MEETING FUTURE CAPITAL NEEDS - Capital and surplus distribution

- [Demutualization, member control and financial performance of co-operatives in Kenya](#)

YAGHIL, Alexandra

Bantani Education, Belgium

1.3– THROUGH EDUCATIONAL OPPORTUNITIES – [\[Panel session\] Collaborate, inspire & engage: Cooperative Identity and principles to unlock youth entrepreneurship](#)



YI Ilcheong

United Nations Research Institute for Social Development (UNRISD)

Ilcheong YI is Senior Research Coordinator of the Alternative Economies for Transformation Programme and Transformative Social Policy Programme at UNRISD. He joined UNRISD in October 2008. He was trained as a political scientist (B.A. and M.A., Seoul National University) and as a social policy analyst (D.Phil from Oxford University). His specialization is in the issues of poverty, social policy, labour policy, and social economy. Prior to joining UNRISD, Ilcheong was Associate Professor at Kyushu University, Korea Foundation Visiting Professor at University of Malaya, and Visiting Research Fellow at the Stein Rokkan Centre, University of Bergen.

1. EXAMINING OUR COOPERATIVE IDENTITY – [\[Panel session\] Statistics on the social and solidarity economy \(SSE\): cooperative and SSE identity](#)

YOUN Kil-Soon

Sungkonghoe University, Korea

1.5 – THROUGH PARTNERSHIPS WITH GOVERNMENTS – Public policy

- [Policy Systems and Measures for the Social Economy in Seoul](#)



YÜKSEL, Anil Güven

Faculty of Law, Ankara Yıldırım Beyazıt University, Turkey

Anıl Güven YÜKSEL is a research assistant in Ankara Yıldırım Beyazıt University Faculty of Law where he has been working for the research and teaching activities under the chair of General Public Law since 2013. He holds an LL.B degree from Istanbul University, Faculty of Law (2011) and Master's Degree on Public Law from Ankara University. He recently finished his Ph.D. studies with the thesis project titled "Right to Participation in Social Life". As being a human rights lawyer, Anıl Güven Yüksel is also a member of the Committee on Assessment of Objections and Complaints in Central Union of Turkish Forestry Cooperatives (OR-KOOP). Besides cooperatives and cooperatives' role on socio-economic integration and sustainable development, his main research interests are constitutional law, theory of modern state, democracy and rule of law, economic-and social rights, freedom of association, immigrant's rights and ECHR.

1.5 – THROUGH PARTNERSHIPS WITH GOVERNMENTS – Public policy

- [The Constitutional Protection of the Forests, Forest Villagers and the Cooperatives in Turkish Law as an Example to Examine the Role of the Cooperatives for a Sustainable Rural Development](#)



YUN Morin

Seoul Cooperative Support center, Korea

Morin Yun is the team leader of growth support team, at the Seoul Cooperative Support Center. Also, she is an adjunct professor at Seoul Cyber University Graduate School of Human Services. She conducts various programs and activities for cooperatives and social economy. She served as the executive director of Encoop English Education Cooperative and now Ph.d. candidate in Interdisciplinary Program of Social Economy of the Graduate School of Ewha Woman's University.

1.3 – THROUGH EDUCATIONAL OPPORTUNITIES – Education

- [A study on the alternative ways of developing Cooperative identity education in Covid-19 pandemic crisis – Focus on the cases of the untact education implemented by Seoul Cooperative Support Center](#)



ZJAWIŃSKA, Marcelina

od.coop, Foundation Spłot Społeczny, Poland

Marcelina Kornelia Zjawińska - an educator, community organizer and city activist. A graduate from the Warsaw University, sociologist. A non-formal education worker affiliated with the local NGO and SSE sector. A coordinator of municipal and EU projects related to local communities, youths and sustainable environment. Committed to the Asset Based Community Development model and the global cooperative movement. The founder of the Foundation Kooperatywna and od.coop, a multi-stakeholder worker cooperative on waste management and circular economy. A participant of the #coopyouth Replication Project by the ICA Youth Network. A Global Cooperative Entrepreneurship Ambassador in the ICA-EU partnership (#coops4dev). Huge cats' enthusiast.

1.1 – THROUGH A STRONG COOPERATIVE BRAND – Coop branding

- [Coops are cool. Yet youths don't get it!](#)



ZUGASTI, Ibon

Manager, LKS MONDRAGON, Spain

Ibon Zugasti is International Project Manager at LKS Cooperative (www.LKS.es - the Management Consulting Division of MONDRAGON Corporation) and serves as the Chairman of the Millennium Project in Spain, Member of the Board of Foresight Europe Network (FEN), Deputy Director of the Foresight Iberoamerican Network (RIBER), and as President of the European Regional Foresight College. Ibon is also the Managing Partner/Director in PROSPEKTIKER (<http://www.prospektiker.es/>), a foresight and strategy Institute with a long experience in sustainability related EU projects and a member of the PREPARE Network (<http://prepare-net.com/>).

4. LIVING OUR IDENTITY FOR THE BEST OF SDGs – [\[Panel session\] ESGs & SDGs Meet Their Port Alegre Moment](#)

4. LIVING OUR IDENTITY FOR THE BEST OF SDGs – [\[Panel session\] ESG Needs An EKG](#)

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